



300 CONSHOHOCKEN STATE ROAD
SUITE 770
WEST CONSHOHOCKEN, PA 19428

PROPOSAL NUMBER 2480-29
CITY OF BRANSON
CONVENTION CENTER
MANAGEMENT
APRIL 5, 2019 - 3:00 PM



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SUITE 770
WEST CONSHOHOCKEN, PA 19428

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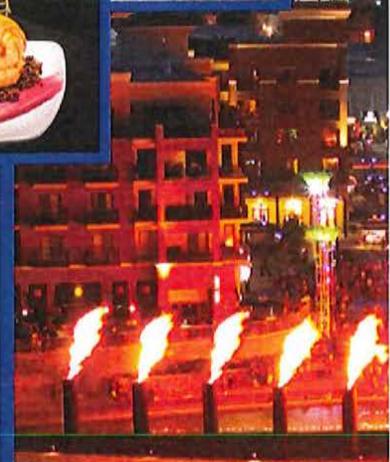
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CITY OF BRANSON CONVENTION CENTER MANAGEMENT

PROPOSAL NUMBER 2480-29





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WORLDWIDE ENTERTAINMENT AND
CONVENTION VENUE MANAGEMENT

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City Clerk's Office
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Branson, MO 65616

Dear Mr. Rockhill and Selection Committee Members:

On behalf of SMG, I am pleased to offer our qualifications for continued management services for the Branson Convention Center.

Our team of highly seasoned executives in convention centers and entertainment venues, culinary experts, and our local SMG Branson management team has collaborated on this comprehensive response to your RFP. We hope you and your colleagues find it compelling in its detailed solutions, backed by proven performance over the last five years in Branson as well as dozens of other similar markets and venues.

SMG continues to have a strong presence in the central United States, and our regional and national network will continue to provide the support, guidance and collaboration that that will help the Board of Aldermen and City of Branson meet your objectives.

We have formatted our response following the City's guidelines to provide clear, concise and orderly information as directed within the RFP. Specific focus was placed on the City's goals and objectives in an effort to provide the City with a clear understanding of the depth of resources SMG provides. We have also included a recap of the promises we made to you five years ago and our achievements against those promises; thus the recurring theme of this response: "Promises Made. Promises Kept."

Should you have any questions or comments, feel free to contact me. Thank you for your consideration and we look forward to participating in the process, and extending our productive partnership.

Best regards,

Gregg Caren
Executive Vice President, Convention and Exhibition Centers

B. EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

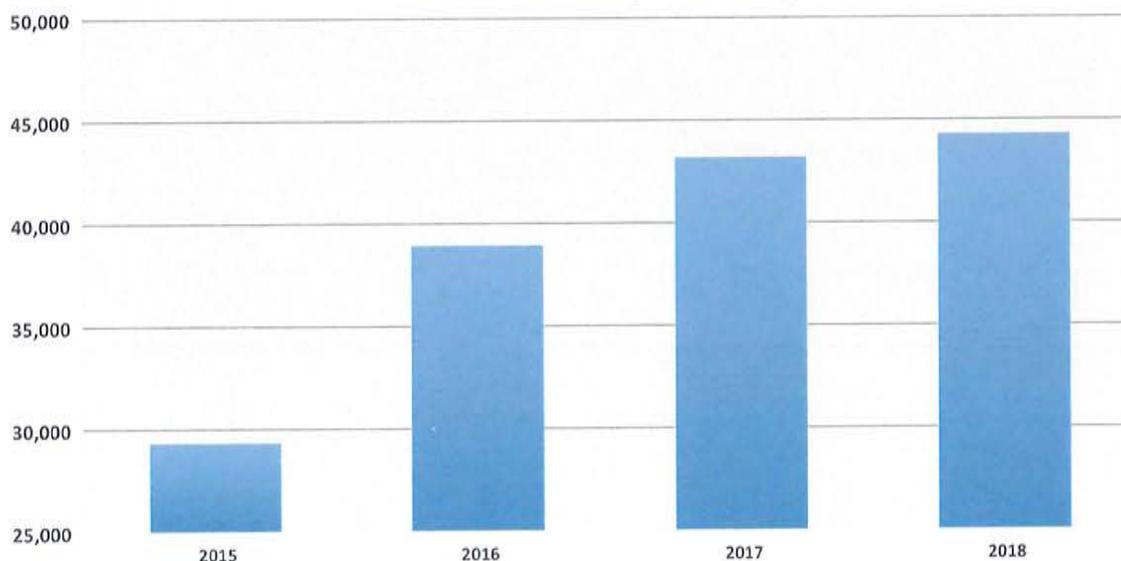
SMG is proud to have been part of the City of Branson's leadership team since 2014. We appreciate the strong partnership that has developed between SMG, the City, the Convention & Visitors Bureau and the hospitality community as a whole. From the outset, we want to express that we take nothing for granted, and our core belief is that we always work to 'earn our renewal' every day during the tenure of our management agreement. By the same token, we are very proud of the BCC and the role that we have played in the ongoing success of the operations, working closely with the City and our stakeholder partners. Like you, we believe very strongly in transparency and public process. In addition to reassuring you of our high level of professionalism and commitment to the BCC, we hope to remind the City and stakeholders why SMG was the clear choice when we first assumed management responsibilities, and how we have even further distanced ourselves as the industry leader in convention center management during the past five years.

Our response presents the City with the local and corporate team that will continue to exceed expectations and fulfill the promise that the Branson Convention Center offers to the local community.

BACKGROUND: THE CITY EXPLORES OPTIONS

After Hilton Hotels' Corporate Management departure in late 2013, the City made a conscious decision to explore options for standalone management of this critical asset and economic driver. If there were any efficiencies of singular management, they likely inured to the benefit of the hotel more than the City. In late 2013, the City issued an RFP to which SMG responded and was chosen as the successful bidder. That decision has resulted in a financial turnaround in the facility plus a more robust calendar and a wide array of new product offerings, systems and services – all while retaining staff and offering them new career enhancements. But the bottom line is the bottom line: a financially independent operation with independent oversight by SMG has delivered on the City's goals and vision. (As an aside, the Hilton has seen increased convention group room-nights in the past five years due to our combined sales efforts.)

Hilton Hotel Group Room Nights



A BRIEF REINTRODUCTION TO SMG...

SMG has consistently been recognized as the 'gold standard' in the management and marketing of convention centers worldwide. The Branson Convention Center is a proud 'member' of the SMG Network and benefits greatly from this and common client relationships we share across our system. SMG's network, and the resources from

which the BCC team benefits, dwarfs those of any other company. SMG is and has been in markets with many of the same challenges and opportunities as Branson. All told, SMG manages 36 centers between 20,000 and 96,000 square feet. We have been chosen by these cities most frequently, and on our merits. We are continually selected because we consistently deliver a fully developed set of corporate resources in all disciplines, which benefits each of our venues. These are resources that no one else can provide.

OUR LOCAL TEAM...

Our SMG-Branson management team is made up of industry professionals that have local ties, with leadership at the helm that helped infuse our systems and philosophy. They know the dynamics of the market. They understand the needs of the stakeholders and the history of the destination. Moreover, they understand the importance of putting the City and taxpayers' interests above all others.

Our management team is an integral part of the community, not just in their professional lives but in their service to the community. SMG staff are encouraged to be active in the community, whether a Little League coach, volunteer at a not-for-profit organization, participation in neighborhood cleanups or providing leadership in the business community. This involvement ensures that we understand and value what is truly important to the community and that the community sees the BCC and our team as civic assets.



WITH NATIONAL RESOURCES...

Supporting our local team at the BCC is a hallmark of SMG and is critical to the successes we have achieved. We encourage you to look closely at the full-time, dedicated corporate resources that SMG provides versus our competitors. The BCC leadership relies on SMG's corporate support of more than 58 full time professionals, providing daily management oversight, devising marketing strategies, cash management tools, developing operational systems and communications materials. This team is completely dedicated to running the business of SMG's facilities.

In addition, we offer the added resource of our regional executives in the field, and the support, guidance, communication and direction that they provide. These additional executives include; regional vice presidents, regional sales & marketing directors, regional finance directors, regional operations experts and human resource professionals and are the talent pool from which SMG calls upon for our long-term support team for the Center.

A HISTORY OF ACHIEVEMENT...

Like everything we do for the City, the focus of our response is a continuation of our forward-thinking plan. But we would be remiss as your incumbent not to highlight how our plans and execution have paid off so far. In this regard, past performance **is** an indicator of future success! In the Promises Made, Promises Kept section below, we focus on some highlights of the past five years and some thoughts for the future.

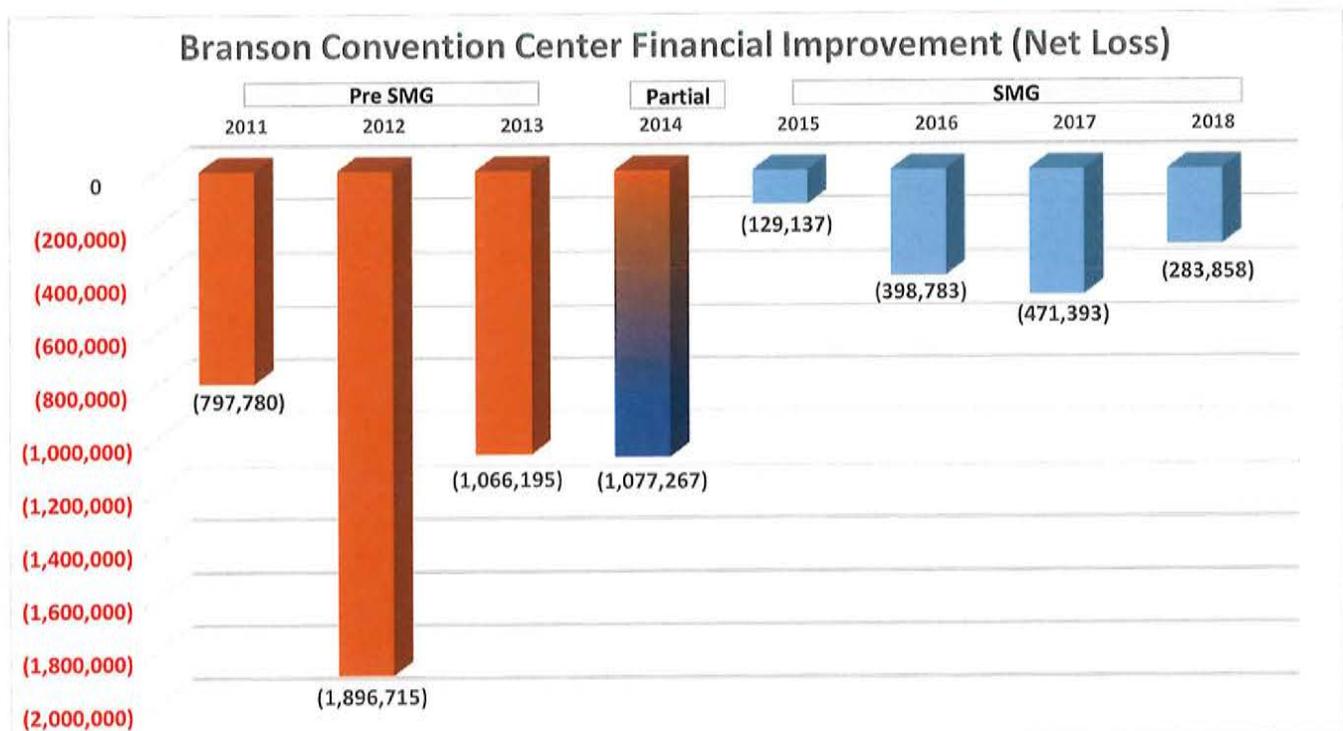
PROMISES MADE. PROMISES KEPT.

As referenced earlier, SMG responded to a Request for Proposals (RFP) and earned the City's trust to manage the operations and culinary services at the BCC – independent of the privately-owned adjacent hotel. In our written and oral responses, we committed to many improvements. Throughout this response, we proudly share many of these "promises made," and include the success stories, or "promises kept." Below are just a few highlights, some of which are shared graphically in this section.

DELIVERING ON THE PROMISE OF FINANCIAL PERFORMANCE AND ECONOMIC IMPACT

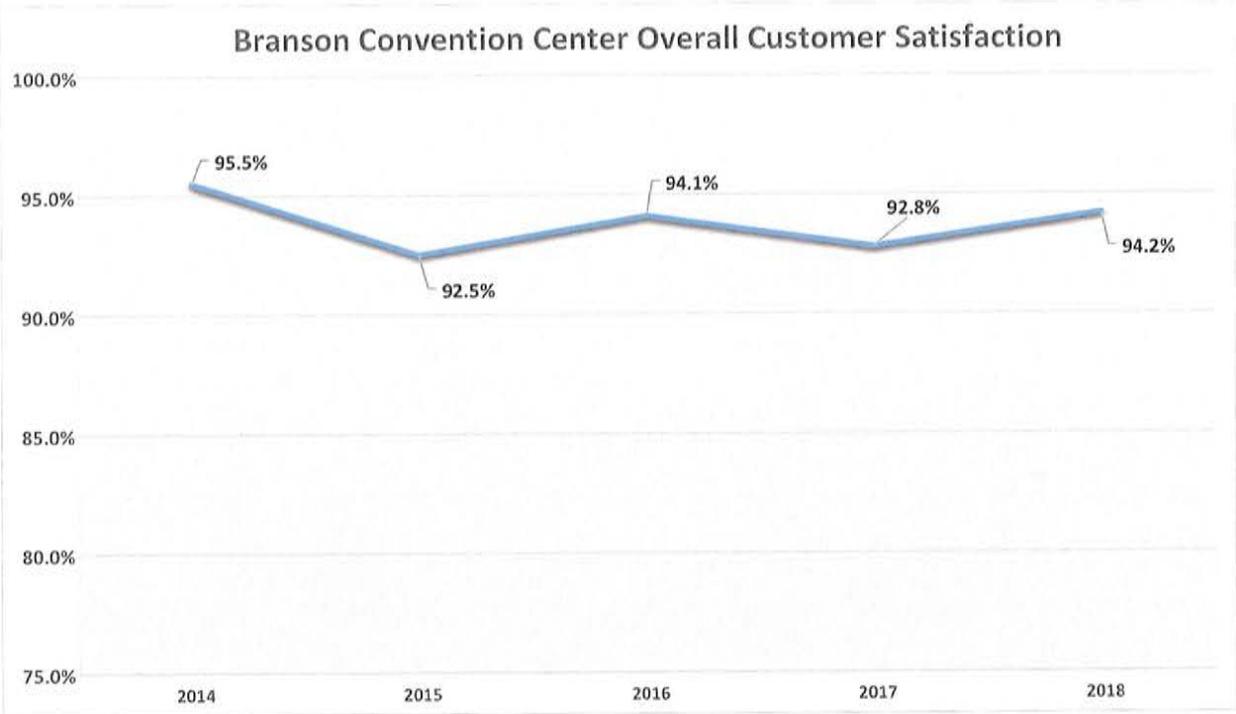
Since 2014, SMG has:

- » Reduced electrical consumption by more than 1/3 in our first two years, producing more than \$175K in savings
- » Reduced operating deficit by almost \$1 million in our first year

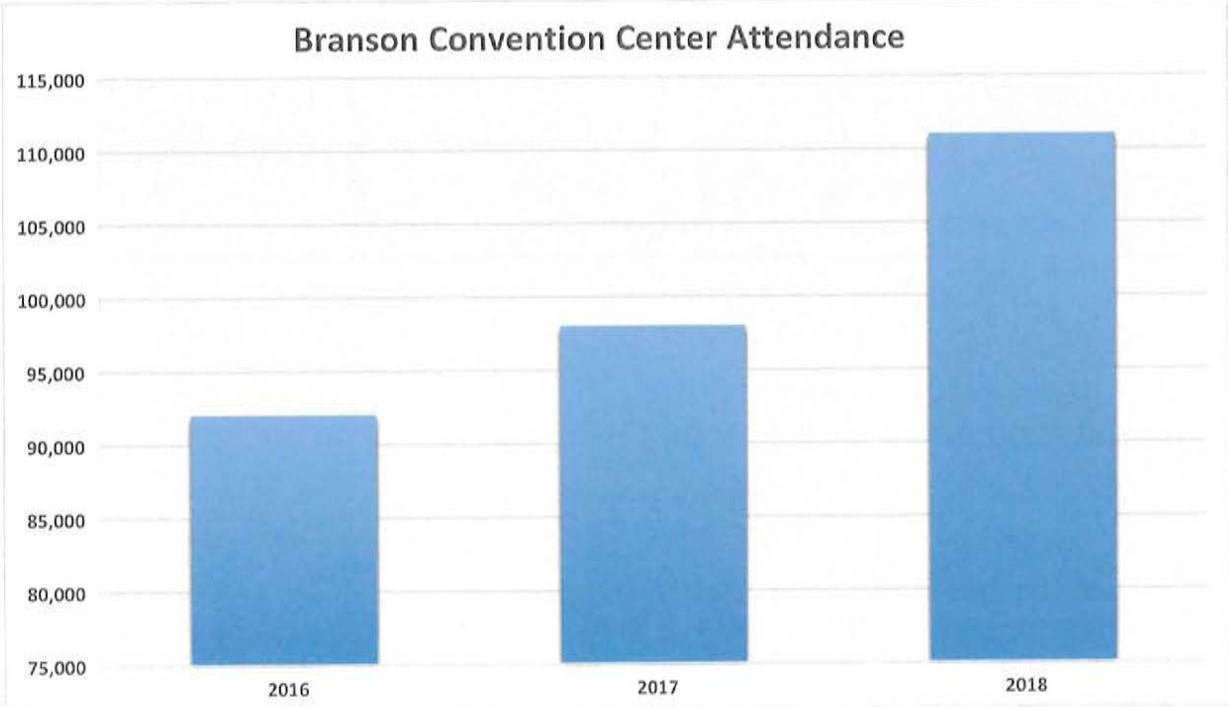


- » Reduced overall expenses by 6% in 2014, producing net budget savings of \$287K
- » Reduced overall expenses by 5% in 2015, producing net budget savings of \$235K
- » Net operating subsidy under SMG has consistently been below previous performance

- » Implemented glass recycling program and recycled more than 16,000 pounds of glass in its first year
- » Achieved overall customer service score of more than 90% every year from 2014 to 2018!



- » Achieved a 42% recycling diversion rate for the center in 2015, 45% in 2016, 48% in 2017 and 46% in 2018
- » Increased group attendance each of the past three years:
 - + 92,000 in 2016
 - + 98,000 in 2017
 - + 111,000 in 2018



DELIVERING ON THE PROMISE OF SERVICE EXCELLENCE

- » "Outstanding Achievement Award" for Recycling and Sustainability by the MO Recycling Association
- » "Branson Green Initiative Award" for efforts in recycling and sustainability
- » "417 Magazine Best Event Venue"
- » "Convention South's 2015 Reader's Choice Award"
- » Partnered with the Branson Arts Council and implemented the Branson Convention Center Art Exhibition Program showcasing the work of local artists from the Ozark area.



We were charged from day one with keeping a more watchful eye on the bottom line. While most convention centers around the country do have an operating deficit, SMG has always taken our fiduciary role and public trust very seriously. As such, we have managed the BCC in a cost-effective manner while simultaneously enhancing service and offerings.

DELIVERING ON THE PROMISE OF ACCOUNTABILITY & TRANSPARENCY

When we began the process of transitioning the Branson Convention Center to SMG management, one of the first steps we took were putting systems in place that increased the level of transparency and accountability to the City. The City immediately began receiving full monthly financial statements, quarterly reports to the Finance Committee, and annual operating budgets and annual reports to the Board of Aldermen. These reports and presentations provided the City with a level of transparency into the convention center's operations it hadn't had in the past.

In the area of asset management, SMG installed **Altum**, our proprietary preventive maintenance system, to track required maintenance and repairs on major system assets. For 2018, we had 668 assets in the Altum system and tracked more than 1,700 work orders for the year.

AND A PLAN FOR CONTINUED FUTURE SUCCESS!

We continue to focus on new bookings to include a broad array of cultural, educational, entertainment, sporting, meeting, conference, and exhibition activities the City desires for its residents, and we will do it in a way that optimizes revenues available for re-investment in the facilities.

With assistance from the Branson CVB, SMG will enhance our "Branson Alliance" model for expanded collaboration including:

- » Coordination and alignment of sales and marketing efforts
- » Targeting of need date marketing efforts and incentives
- » Coordination of sales goals and metrics
- » Producing a joint marketing program with area hotels, the BCC and the Branson CVB

SMG will work to enhance destination marketing efforts of the Branson CVB through:

- » Seeking more opportunities to coordinate efforts with Branson CVB to minimize and eliminate duplication of efforts
- » Leveraging the value of the destination brand to increase the reach of our efforts and potentially reducing costs.

Continued efforts SMG will focus on:

- » Financial successes including managing the facility in a cost-efficient way.
- » Customer service excellence of the highest quality.
- » Recycling and sustainability for a brighter and cleaner Branson.
- » Efficient staff training and retention.
- » Best practices and the most up to date Facility safety and security programs.
- » Retention of current groups while seeking new business opportunities for the center.
- » Continued partnerships with the Entertainment and Attractions community within the City of Branson.
- » Continue our efforts and serve as an "Economic Engine" for the entire Branson community with goals to continue increasing attendee visitation to the BCC for years to come.
- » Maintain, repair and upgrade the BCC to the highest of industry standards.
- » Continue to work with City Leadership to help make Branson a premier meeting and convention destination.



"I have had the privilege to be the General Manager for SMG at the Branson Convention Center for the past five years.

I not only have had the support from our corporate leadership team but the City of Branson as well. This great destination continually looks to improve, prosper and make sure each and every guest coming to town has the most memorable experience they can. We continually are making great strides every day with our team, and I look forward to the future representing the Branson Convention Center and the City of Branson."

**Marc Mulherin,
General Manager**

Since the day we were selected to manage these important assets, we have evidenced our commitment to make your goals and objectives our own. We have assigned some of our company's 'best and brightest' human resources to ensure our mutual success. We are proud of our relationship and successes during the course of our current agreement and hope we have made you proud as well. Throughout this response, we have woven together a story that addresses our corporate standards of excellence with our local past successes and future plans. So as not to be missed, each section of this response includes a blue call-out box that draws attention to our accomplishments in each area. All of us at SMG are excited by what the future holds for the Branson Convention Center, and we sincerely hope to continue to be a part of that future. We are confident you will find that SMG alone has the level of commitment to the City, shared vision in partnership with the leadership of this community and the resources to fulfill that vision.

We have provided countless references from past and current clients, past elected officials and local business owners that outline the many relationships we have built in a relatively short period of time. SMG has what it takes to continue to grow and maximize the potential of the BCC to the highest levels of success.

**IT HAS BEEN OUR PLEASURE SERVING THE CITY FOR THE PAST FIVE YEARS.
THANK YOU FOR THE OPPORTUNITY AND YOUR TIME IN REVIEWING OUR
PROPOSAL TO CONTINUE THIS PARTNERSHIP.**

C. PROVIDER'S QUALIFICATIONS



- a. Provider's name and address
- b. Name, Title, Phone and fax number of two contact people
- c. Type of entity

- d. Provider's Philosophy - discuss what you believe distinguishes your company in the industry
- e. Federal Employee Identification Number

RESPONDER:

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 300 Conshohocken State Road
 West Conshohocken, PA 19428
 610-729-1082
 1-800-964-4SMG

CONTACT PERSON:

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 Executive Vice President, Strategic Business
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 866-211-3483 (f)

Bob McClintock
 COO, Convention Centers
 bmclintock@smgworld.com
 610-729-7908 (p)
 610-729-1595 (f)

TYPE OF ENTITY:

SMG is a Pennsylvania General Partnership. SMG is a standalone company and affiliate of Onex Corporation (TSX: Onex). SMG operates on an independent basis and stands on its own financial merits. The on-going operations of SMG are fully dependent on its own financial resources.

SMG BACKGROUND

Since its inception in 1977, SMG has built a reputation for operational excellence at publicly-owned facilities across the country. We are known for finding efficiencies at very turn and developing creative strategies for maximizing revenues.

No other private facility management company can match the depth and range of our capabilities. Our proprietary programs, well-established management systems, and experienced talent ensure that all SMG-managed facilities are professionally and efficiently operated. SMG provides a full range of facility management, operations, marketing, and event booking services, as well as pre-development, pre-opening, and operations consulting.

In both new and existing facilities, we understand how to balance public and private needs to drive profitability for our clients. We do not take the trust of our clients lightly. Every decision is made with the understanding that our work is a reflection on you, our client.

Our business strategy is simple - we go above and beyond to achieve the best results for our clients. We leverage our vast talent network and creative skills to maximize programming and financial performance. Each year, we attract more than 33,000 live events to our managed facilities, generating thousands of local jobs and billions of dollars in economic impact.

At SMG, we also know that our workforce is the greatest resource for our clients. Through significant employee incentives and a commitment to diversity, we have created an environment that breeds employee excellence. Our excellence is your success.

SMG AT A GLANCE

- » Industry leader in facility operations and management services since 1977
- » Manages some of the world's most recognizable facilities
- » Global reach with 248 managed facilities world-wide
- » A variety of highly effective internal management, operations and training systems
- » Experienced in delivering a diverse range of events to maximize revenue potential
- » More than 5,000 full-time employees in eight countries
- » Municipal clients make up 92% of domestic client base
- » Active partner with more than 60 other CVBs

SMG: AN INDUSTRY LEADER IN FACILITY MANAGEMENT

SMG has been in the business of providing operations and management services to arenas, stadiums, convention and conference centers, theaters and performing arts centers, recreation and equestrian facilities and other specialized facilities for more than 40 years.

SMG has defined a management philosophy and style that has led to its industry leading position. We also understand contracting with government agencies – more than 92% of our clients are cities, states, counties or special purpose districts. We operate in markets across the country that vary in size and represent a diverse array of clients ranging from:

- » Publicly-Owned Facilities
- » Professional Sports Teams
- » Collegiate Administrations and Athletic Departments
- » Privately-Owned Facilities

SMG is considered the market leader in publicly-owned facilities and understands government accountability

and transparency.

THE SMG MANAGEMENT PHILOSOPHY

SMG is unequalled in the field of public assembly facility management, and we bring our knowledge and expertise into every element of facility management. The first requirement of managing a public assembly facility is building a knowledgeable, dedicated management staff. SMG has specialist department heads responsible for overseeing all operating functions. We make a comprehensive effort to hire and place management personnel based upon their talents and needs of the facility. We see to it that our staff is given all the training and tools necessary for success. Finally we take every measure to ensure the satisfaction of the facility's patrons.

In the coming pages, you will find information about the management structure we employ, the scope of services we provide, standards we adhere to, and the processes we follow.

SMG prides itself on hiring the industry's best. Our employees have unmatched experience managing facilities. From our corporate staff to our on-site local teams, SMG's people comprise the best the industry has to offer. SMG has no standard contract or method of serving our clients. Each client determines SMG's role and level of involvement. Our experience spans full management services for arenas, convention centers, theaters and stadiums, FF&E, pre-opening design services, management audits, construction oversight, concessions and food management, and much more.

FEDERAL IDENTIFICATION NUMBER

23-2511871

- f. Statement of provider's compliance with this RFP
- g. References

COMPLIANCE WITH THE RFP

I, 

John F. Burns, EVP & CFO

as an authorized officer of the firm (SMG) state that any related contracts with the City will comply with criteria defined in this RFP, and that all material, dates and conditions contained in the provider's proposal (SMG) to this RFP shall remain in effect for at least 90 days.

REFERENCES

CENTURY CENTER

SOUTH BEND, IN

Jeff Jarnecke

General Manager of Venues, Parks and Arts
City of South Bend
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Rob DeCleene, CDME

Executive Director
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THE ONCENTER

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Deputy County Executive
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Danny Liedka

President
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KNOXVILLE CONVENTION CENTER

KNOXVILLE, TN

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JAMES L. KNIGHT CENTER

MIAMI, FL

Daniel Rotenberg

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drotenberg@miamigov.com
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IRVING CONVENTION CENTER

IRVING, TX

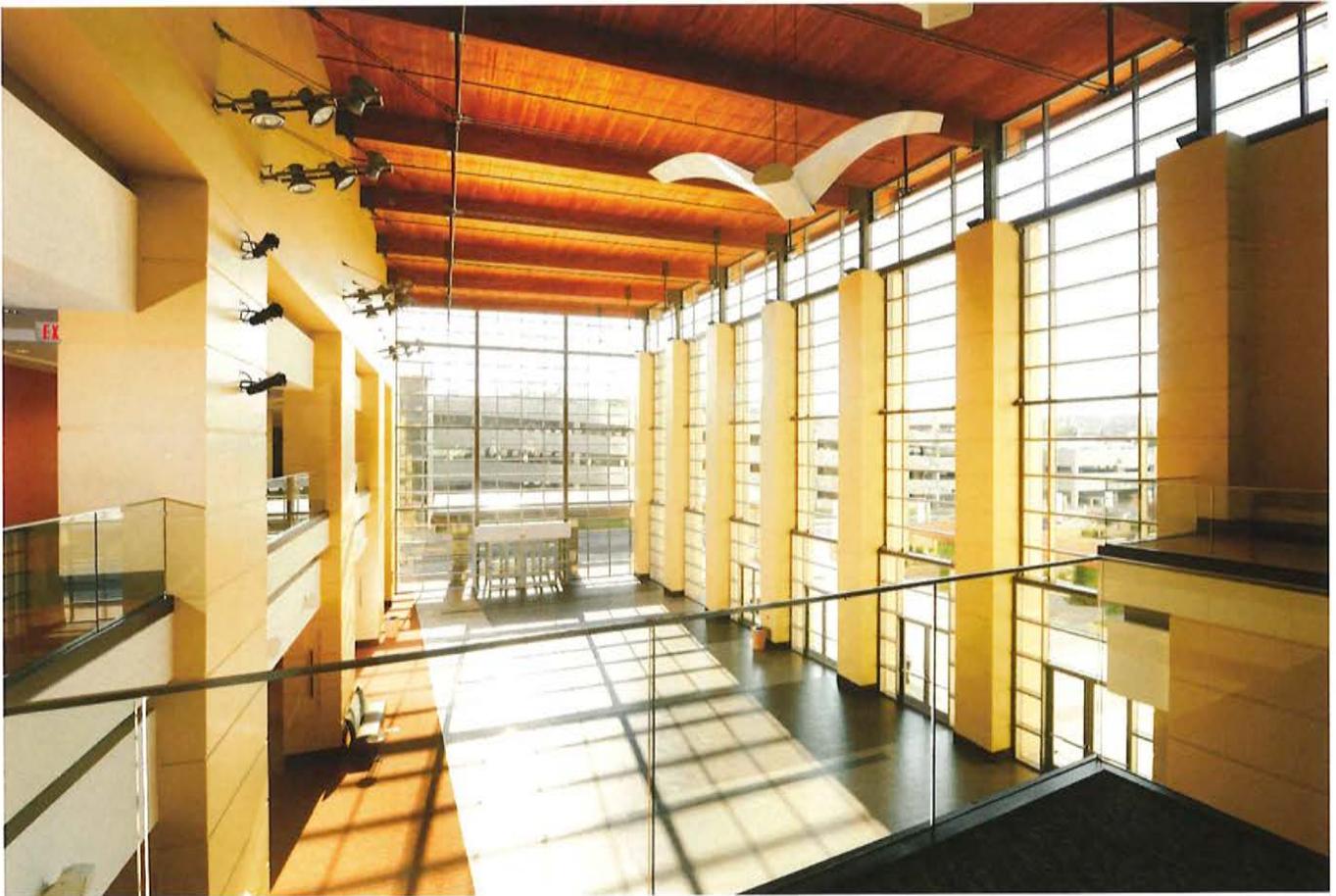
Maura Allen Gast

Executive Director
Irving Convention and Visitors Bureau
mgast@irvingtexas.com
972.252.7476

CITY'S GOALS AND OBJECTIVES



SMG UNDERSTANDS THE CITY'S GOALS FOR THE BRANSON CONVENTION CENTER AS OUTLINED IN "SECTION 2: GOALS AND OBJECTIVES" IN THE RFP. IN THE SECTION THAT FOLLOWS, WE HAVE OUTLINED OUR ABILITY TO MEET THOSE GOALS. WE HAVE ALSO HIGHLIGHTED OUR ACHIEVEMENTS IN MEETING YOUR GOALS OVER THE PAST FIVE YEARS.



2.A.

MANAGING THE BRANSON CONVENTION CENTER IN A COST EFFICIENT, HIGH QUALITY, EFFICIENT MANNER

Promises Made. Promises Kept.

THE RESULTS ARE IN!

The SMG managed Branson Convention Center has had a very successful five year run. Back in 2014, SMG believed this would be a perfect match between The City of Branson and SMG. The goal was simple: offer the highest level of hospitality, leadership and commitment. Goals were achieved and in most cases even surpassed.

Cost Efficient, High Quality and Efficient Manner are six words that SMG has lived by for the past five years. The ability to maximize revenues as well as reducing expenses has been key to our success. This was highlighted by the 2015 financial record breaking year in which SMG beat a budgeted loss of \$685K by \$556K.

Additionally, the BCC has been nominated for such facility awards that have included the 2015 Branson Green Initiative Award, The 2015 Convention South Readers Choice Award as well as the 2018 Outstanding Achievement Award for Recycling and Sustainability awarded by the MO Recycling Association. When delivering high quality service, standards and food and beverage the SMG-managed Branson Convention Center has always taken pride in managing the premier meeting destination in the state of Missouri.

Not only was SMG able to maximize the operational performance of the Branson Convention Center, it was able to surpass all expectations in a high quality manner. The center was able to achieve an Overall Customer Satisfaction score of 90% or better for five straight years. This only happens when top level managers truly partner with hard working employees with one focus in mind - offer the best product, service and venue location in the state.

Finally, the SMG management team had the vision to implement such new concepts that have included a glass recycling program that recycled more than 16,000 pounds of glass in year one, the "Sycamore Street Coffee Cart" and the "Railway Herb-N-Garden." These are all visions focusing on increasing sales as well as finding new and creative ways to be successful promoting a healthy local sustainable environment in Branson.

As an industry leader in the management of convention centers, theaters and performing arts centers, arenas and stadiums, we offer you unmatched experience and expertise. Currently, SMG enjoys positive partnerships in 248 public facilities worldwide, including the Branson Convention Center, many of which are comparable venues and markets. We believe this partnership has proven to be the perfect fit for SMG, given the breadth and scope of what we offer our municipal clients. As you read the backgrounds of our leadership team, you will find the most known and respected names in our industry. We have both a professional and personal interest in maximizing usage and community benefits of this vital community asset. To focus on the key words in this objective...

- » **Cost Efficient:** we have continually benchmarked the BCC against our other comparable venues, focusing on every line item to maximize revenues and manage expenses while providing a 'high quality' experience;
- » **High Quality:** quality is a measurable deliverable in our business. We have included letters of support from several current users of the Branson Convention Center, each extolling the level of service provided their events by the SMG Branson team;
- » **Efficient Manner:** likewise, note our immediate improvements in efficiency – whether through SMG's master service agreements or green initiatives – we are efficient while maintaining customer and employee satisfaction.

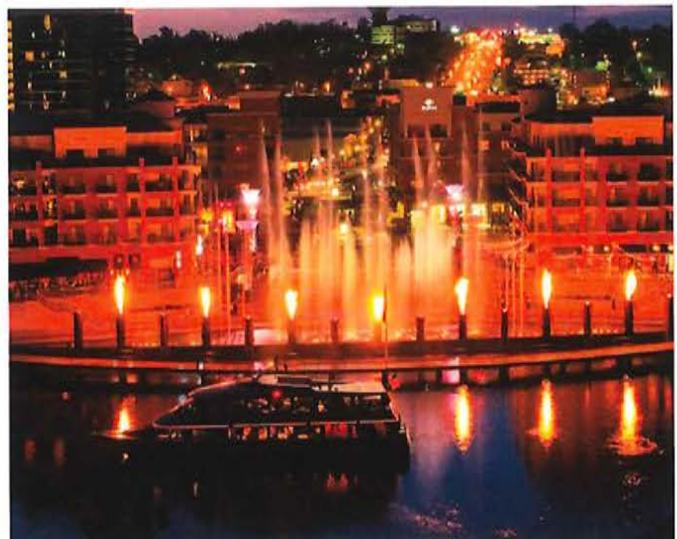
SMG's entire response is an approach to maximizing the operation of the Branson Convention Center. Throughout this proposal, we highlight not just a philosophy, or an approach, but a plan. A plan in all functional areas that – by all accounts – is "outside the box" versus any other firm in our industry, and a plan that has proven to be successful over the past five years. Highlights include:

- » The industry's first unified approach to management of both operations and food service;
- » A proven financial proposal that rewards continually improved results;

- » An incentive plan that focuses incentives on your goals, not ours;
- » A proven alliance, the Branson Alliance, that formalizes our local partnerships;
- » Commitments to local businesses and suppliers offered not as token, but as our modus operandi in all markets;
- » A detailed marketing plan with regional and national support to help the local team deliver more;
- » A regional and national brand that is targeted by meeting, convention and performing arts clients;
- » And so much more – all contained in this proposal, and substantiated by clients from Knoxville to Chicago and beyond.

PARKING GARAGE EXPERIENCE

Nationwide, SMG manages more than 100,000 parking spaces. As in many markets in which we operate, we were asked by the City of Branson to manage the parking operations of the adjacent parking garage and surface lot. We worked with an equipment manufacturer to upgrade the access control equipment and provided a solution that accommodated Hilton overnight guests while also providing an opportunity for the City to collect more revenue. Current projections show that parking revenue will more than double previous annual totals.



MAXIMIZING OPERATION UTILIZATION AND PROFITABILITY

The following areas are unique to SMG and impossible for other firms to duplicate. They represent our extraordinary back-of-house and operating systems, including an intranet loaded with hundreds of best practices, case studies, national buying programs and more.

SMG OPERATIONS

SMG is the only private management firm of public assembly facilities to provide a professional asset management approach to day to day venue operations. SMG has achieved this by establishing policies and procedures specific yet flexible for each facility through a dedicated corporate department.

SMG accounts are provided support through resources and technology to meet our clearly defined expectations. A system of measuring compliance is then used to gauge results. The entire system is then reviewed to ensure continual improvement.



OPERATING PRACTICES & SYSTEMS

THE SMG OPERATIONS DISCIPLINE IS BASED ON THE FOLLOWING CORE ELEMENTS:

- » Identifying best methods, techniques and processes to ensure:
 - + Compliance
 - + Efficiency
 - + Safety
 - + Optimal performance
 - + Longevity of equipment

- » Communication & Resources focusing on achieving established, quantifiable goals
- » Measuring/Accountability going forward to ensure continued performance and improvement
- » Professional development of staff

BEST PRACTICES

SMG's Best Practices Program is the culmination of the hard work and efforts of many SMG operators combined with industry knowledge and information from easy-to-access industry information resources. SMG's vast experience is used to author these Best Practices which form the cornerstones of the operational excellence found throughout the SMG network.

SUMMARY OF AREAS OF FOCUS FOR POLICIES AND PROCEDURES:

- » Capital Plan
- » Emergency Procedures
- » Electrical Systems
- » Environmental Initiatives
- » Fire / Life Safety
- » Hazardous Materials
- » HVAC
- » Janitorial
- » Maintenance Administration
- » Material Handling / Storage
- » Plumbing
- » Rigging / Fall Arrest
- » Security
- » Sports Surfaces
- » Technical Services
- » Vertical Transportation

OSCAR - OPERATIONS SUPPORT THROUGH COMMUNICATIONS AND RESOURCES

The platform we have developed to facilitate dissemination of our knowledge-base is our internal, proprietary OSCAR program (Operations Support through Communications and Resources). This website is designed to be constantly revised, modified and adapted to meet the ever-changing needs of our venues.

Using the wealth of knowledge and resources available only to SMG, OSCAR offers the industry's deepest base of resources for venue operators. OSCAR disseminates clear guidelines for operations, delivers preferred goods and services to SMG venues and responds to the needs of those venues. Here all SMG produced Best Practices reside along with cut sheets, vendor provided product information, sample templates, contracts, etc., that all provide direction to the individual venues on how to enact these vital processes.

ASK OSCAR

SMG'S INTERACTIVE EDUCATIONAL COMPONENT.

Questions to "Ask OSCAR" are routed to a group of SMG veterans in numerous locations, venue types, etc. who post a response in line with SMG Best Practices.

Responses are then posted and stored in an archive for future research. Archives are searchable by subject, keywords, etc.



The screenshot shows the OSCAR website interface. At the top, there are logos for SMG, DAKTRONICS, and PRG. A navigation menu on the left includes Home, Vendor Directory, Resources, Ask OSCAR (highlighted), Venue Information, SMG Ops News, Links, and Survey. The main content area displays an "Answer Details" section for a question by Jeffery Barnes dated 4/29/2010: "Is it a requirement to Load Bank Test the Emergency Generators every year or will a Building Load Test be adequate?". The answer by Michael Godoy, dated 3/11/2010, references NEC Article 70B and NFPA 110, and provides a SMG Best Practice to engage a third-party firm for testing. It also includes specific instructions for load testing and reference sites for more information.

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SAMPLE O.S.C.A.R. SCREEN

FINANCIAL SYSTEMS AND SUPPORT

We continue to provide resources in the following areas to ensure timely and accurate financial reporting:

- » Internal Controls
- » Risk Management and Insurance
- » Data Processing
- » Cash Management
- » Audit Procedures

EVENT TIME AND ATTENDANCE TRACKING

We have an industry-customized financial accounting and reporting system. This system is tailored to meet the specific needs of the Facility. It has the ability to meet our mutual reporting needs, as well as provide information useful in making sound management decisions. We work on a preferred basis with nationally recognized vendors of payroll and time and attendance systems. These relationships exist due to both the high quality of the product provided and the preferential pricing we enjoy as a result of our size.

CORPORATE AND REGIONAL SUPPORT

Our Corporate Center Accounting Team provides support and guidance in all areas of financial administration and works closely with the Center's Finance Department in the development of:

- » Yearly Budgets
- » Purchasing Strategy
- » Short-Term Investment Strategy
- » Capital Improvement Planning
- » Financial Systems/Internal Controls
- » Comparisons to Budget and Prior Results
- » Cash Flow Management
- » Contracts (tenants, subcontractors, etc.)

FINANCIAL STATEMENTS

In addition to our participation in the City's annual audit, we also maintain audit support in the form of dedicated staff whose only job is to review the financial



"I was impressed at how we are not alone at the Convention Center, but have the city and SMG Corporate as partners running the center. I always have a resource to go to whether it be an accounting issue, sales tax, funding, technology or any other issue. I believe we have a good team effort going here!"

Brian Johnson
Director of Finance

operations of our facilities in order to find opportunities for improvement. Internal audit reviews are conducted regularly and often unannounced. The reviews will ensure adherence to our and the city's standards regarding all center personnel, operations and third-party contractors. The goal is to review and address all areas tangibly affecting the Center's financial performance and our responsibilities to you.

Our knowledge, resources and flexibility are available to the Facility to meet your unique financial management and reporting needs. Our center-based and corporate finance staffs are dedicated to working with you on an ongoing basis to remain at the forefront of industry financial management practices and systems.

FINANCE AND ADMINISTRATIVE SYSTEMS AND PROCEDURES

We accept the highest level of fiduciary responsibility and accountability to the clients we serve. Our ability to meet that standard is unique in the industry.

- » Our Corporate Finance Department provides supervision and support in all fiscal areas including internal controls, risk management, data processing, audit and cash management. A comprehensive accounting manual created by our financial professionals offers the staff at our facilities a complete set of procedures and policies to be followed.
- » When a facility joins our network, its monthly financial statement is formatted to comply with both the client's requirements and our standards. This ensures that the revenues are collected for each event and enables us to identify weak areas and evaluate changes to improve performance. A standard payroll system is also implemented

to make sure that all labor related expenses for a particular event or project are recorded appropriately.

- » Internal audit reviews are conducted annually, often unannounced, and address all areas tangibly affecting the bottom line: concessionaire operations, cash management, payroll, purchasing, etc. These audits examine the facility's operation for opportunities to improve.
- » Our management team, with input from our client and key corporate administrators, prepare yearly statements of facility objectives, which are then incorporated into fiscal yearly plans encompassing issues such as cash flow management, short-term investment strategies, tax planning and payroll administration.
- » Yearly budgets, including capital improvement requests, are submitted to our governmental partners for review and approval. They contain a condensed income statement, an event analysis, and a management fee calculation, along with key facts, assumptions, and trend analysis on which the budget was based.
- » We also prepare annual and monthly cash-flow projections so that appropriate funding is obtained.

Information regarding cash management and banking procedures is contained in the Finance Department Procedures Manual. It is available upon request.

FACILITY ACCOUNTING SYSTEMS - MONTHLY FINANCIAL STATEMENT REPORTS

- » Financial Highlights: A monthly and YTD executive summary of the income statement for the facility highlighting events and activities significantly impacting the income statement. Compares current year numbers to budget and provides explanations of major variances.
- » Balance Sheet: Statement of financial position as of the current month end.
- » Statement of Cash Flows: Monthly and YTD statement of sources and uses of cash.

- » Aged Accounts Receivable Listing: Summary of the accounts receivable broken down into aged categories with explanations of items in the 90 day categories.
- » Facility Statement of Income: Summary income statement reflecting major event income categories and a breakdown of departmental expense totals.
- » Monthly Event Income: Income broken down by event reflecting major revenue categories for each.
- » Statement of Services Income: Schedule of revenues billed to clients and associated expenses to the facility measuring effectiveness of the event management staff in the billing of services.
- » Event Income Statement: Accumulation of expenses and revenues for all events during the year. Identifies individual expense and revenue categories that have significantly changed from budget or from the prior year. Provides information on profitability of all revenue centers within the events.
- » YTD Event Summary: Allows the operator to see the total number of events within any specific category and the total event income generated by those categories.
- » Departmental Income Statement: Detailed listing of expenses by department. Allows the operator to determine if individual department heads are staying within their budget constraints.
- » Indirect Expense Summary: Category 1 includes all expenses related to in-house labor costs. Category 2 is materials and services which breaks out all other expenses. This allows the operator to determine if overall goals for expenses are being met.
- » Annual Reports: Includes the budget, financial statement, cash flow forecast, marketing/capital improvement/repairs and maintenance plans. The Budget serves as the primary document for setting financial management goals and objectives

for the fiscal year. It also provides the Center with a forecast of cash requirements for the facility. This document is put together with input from all departments with the objective of identifying all sources of revenues and expenses.

- » Facility Annual Report: Provides the City with an accounting of the activities of the facility for the prior year as well as a brief preview of the year to come. This report will typically include sections related to meeting such goals as local management involvement with community organizations.

BUDGET OVERVIEW

We view the budgeting process as an important tool for overall facility management. We will work closely with the City to develop a specific budget plan for the Center. Furthermore, we will adhere very closely to the City's policies and procedures with regard to the budget for the Facility as well as seeking the most competitive bids for goods and services.

In developing the budget for the Facility, we strive to always include:

- » The City's goals for the venue
- » The impact of SMG's experience and programs
- » SMG's knowledge of the industry and its impact
- » The dynamics of the local market

The end result of our process is a specific, targeted budget plan for the Facility that incorporates all of the above.

THE BUDGET PACKAGE IS FLEXIBLE

Our facilities have budget packages ranging in size from 1 to 200 pages, demonstrating the flexibility and customization implemented at the request of our clients worldwide. This flexibility will ensure the City receives the information at the level desired.

THE BUDGET PROCESS

Developing a budget requires fact gathering, analysis and judgment. Some information is obtained from actual experience, some by inquiry and some by

intelligent assumption. The Director of Finance is responsible for the information collection and works with the General Manager, all department heads and SMG Corporate staff. The following outlines the basic information compiled for the budget:

- » Event Programming - event types and attendance
- » Event Related Income:
 - + Rental and Services Income
 - + Food and Beverage Income
 - + Novelty Income
 - + Other Income (Interest, Sponsorships, Ticket Incentives & Other)
- » Expenses:
 - + Salaries Administrative
 - + Wages - maintenance, custodial, security, event coordinators, etc.
 - + Part-time Wages
 - + Payroll Taxes
 - + Employee Benefits
 - + Repair and Maintenance
 - + Utility Expenses
 - + Venue Marketing and Advertising
 - + Liability Insurance



"The transition from the Hotel to SMG was stressful for everyone involved. SMG only had a limited time to pull things together, and did a great job. They made the transition seamless, we didn't lose any vacation or seniority, and if you had insurance, you didn't have to wait for it to be activated. They have made working for them easy, you always know that if you have a problem, you have someone to help solve it. Everyone works together to make the events great!"

Frances Gay
Accounts Receivable

SMG CORPORATE OFFICERS

THE ADVANTAGES OF THE SMG NETWORK

SMG differentiates itself from other facility management companies by offering access not only to a local team on the ground, but to a seasoned executive team of industry leaders with an average tenure of 20 years at SMG. These individuals regularly share their deep-seeded knowledge and strategic insight to maximize revenues and promote best practices at each and every one of our facilities.

CORPORATE OFFICERS



WES WESTLEY
President and CEO

Wes has served as President and Chief Executive Officer of SMG since 1994, and has been with the company for 28 years. During his tenure, the number of facilities managed by SMG has increased sevenfold. Under Wes's direction, the company was reorganized to focus on convention centers and stadiums/arenas as distinct business lines.

The European and Latin American Divisions were established to recognize the special needs and features of each market. Additionally, Wes has guided the company through the expansion of SMG's food and beverage Division. Prior to being named President and CEO, Wes served SMG as Executive Vice President of Finance and Development, Senior Vice President and Chief Financial Officer. He is a certified Public Accountant and served with the United States Marine Corps in Vietnam.



MAUREEN GINTY
**Executive Vice President,
Marketing Services and Human
Resources**

Maureen has been with SMG for 28 years, and during that time her role has consistently expanded. In 2008, she was named to her present position of Executive Vice President, Marketing Services and Human Resources. In this role, Maureen oversees the Corporate Communications Department, Public Relations, Advertising, Production/Presentation Development Services and Human Resources. Prior to this, Maureen served as Senior Vice President of Human Resources. She joined SMG in 1991 as Vice President of Human Resources. Maureen is a member of various industry organizations, including the IAVM, and is a 2013 recipient of Venues Today's Women of Influence Award.



JOHN BURNS
Executive Vice President and CFO

A 36-year veteran of SMG, John is responsible for financial reporting, internal control systems, treasury, and tax functions, as well as the risk management and information technology departments of the company. John started his SMG career working in the finance department at one of the world's most active and successful arenas. Since joining SMG as Director of Finance, John's role has continually expanded to include oversight of all finance and administrative functions. He also serves as the company's contract administrator for all major venue and food service agreements. Prior to joining SMG, John was a manager at KPMG.

**SMG HAS 41 YEARS OF FACILITY MANAGEMENT
EXPERIENCE AND A SENIOR EXECUTIVE TEAM
AVERAGING MORE THAN 20 YEARS WITH THE
COMPANY.**

CONVENTION CENTER DIVISION EXECUTIVE TEAM - DEDICATED, EXPERIENCED, FULL-TIME LEADERSHIP



GREGG CAREN Executive Vice President, Convention and Exhibition Centers

A 30-year veteran of the convention and hospitality industry, Gregg heads the company's portfolio of more than 19 million square feet of exhibition space, which hosts nearly 10,000 events and 20 million visitors each year. He is responsible for new business development, expanding the company's portfolio throughout North America and abroad. He also leads the Convention Center Division's sales and booking support for all convention centers in the SMG network, including the latest contracts he helped secure in Philadelphia, Detroit and Chicago's world-renowned McCormick Place. Gregg has been with SMG for more than 18 years, is a frequent speaker at industry events, and is known for his ability to create value for SMG clients in the convention and meetings industry. Gregg previously served on IAEE's Board of Directors.



BOB MCCLINTOCK COO and Senior Vice President, Convention Centers

With more than 30 years of experience, Bob oversees the operation of all convention centers within the SMG network. Bob planned and led successful transitions at the Cobo Center in Detroit, McCormick Place in Chicago, the Pennsylvania Convention Center, and all facilities added to the SMG network since 2010. His efforts have produced more than \$6M in savings to our municipal partners in the first year of operation at those facilities. Bob also heads our corporate support teams for high-impact events like the G-20 Summit in Pittsburgh, the NATO Summit in Chicago, and the World Meeting of Families in Philadelphia. Most recently he led the SMG teams at the 2016 Republican Convention in Cleveland and the Democratic Convention in Philadelphia. Bob has led the development and implementation of SMG's Alliance Model for sales coordination.



CRAIG LISTON Regional Vice President

Craig joined SMG as Director of Finance of the St. Louis Arena in 1992 and was promoted to General Manager of the Grand Center and DeVos Performance Hall in Grand Rapids, MI, in 1994. During his tenure in Grand Rapids, he also opened the Van Andel Arena. Craig left SMG in 1998 but rejoined in 2004 as General Manager of the Knoxville Convention Center. In 2007 he became General Manager of the Greater Columbus Convention Center, a 1.7 million-square-foot facility in Columbus, OH. While there, he also served as a Regional General Manager overseeing other accounts for SMG. In September 2013 he was promoted to Regional Vice President for Convention Centers and now oversees several facilities for SMG, including our operations in Syracuse, Columbus, Cleveland, Knoxville, South Bend, and others. Craig has been the primary corporate liaison for our team in Branson since transitioning the facility to SMG management five years ago.



SHAUN BEARD

Senior Vice President, SAVOR

Shaun is a 20+-year hospitality professional who excels in the areas of food and beverage management, sales and marketing. Under Shaun's leadership, SMG's food and beverage division, SAVOR, has continued to expand, always with an eye toward providing the best possible guest services experience. The division now generates more than \$400 million in gross sales. Prior to joining SMG, Shaun served as Regional Vice President with Levy Restaurants, where he oversaw and set the strategic direction for multiple marquee facilities and businesses throughout the country, including Wrigley Field, Lambeau Field, US Cellular Field, McCormick Place and NASCAR.



JIM MCCUE

Senior Vice President, Live Entertainment Division

Jim joined SMG in 2010 and is responsible for programming more than 100 venues with live entertainment, a role that requires him to maintain close connections with the artist agents, promoters and show producers. He was integral to the North American launch of "Walking with Dinosaurs, The Live Experience" arena tour, one of the most successful family entertainment tours in recent years, winning the Ticketmaster Platinum ticket award in 2008. Prior to joining SMG, Jim served as Senior VP of the Arena Network as well as Senior VP for House of Blues/Denver Market, where he supervised all talent buying, marketing, finance, ticketing, sponsorship sales, and business development for venues that included: Coors Amphitheatre, Red Rocks Amphitheatre, and Paramount Theatre.



SHAUNA ELVIN

Senior Vice President, Human Resources

With more than 25 years of experience in human resources management, Shauna oversees employee relations, recruitment, benefit and compensation matters for the company's robust full-and part-time workforce. As a long-time veteran of SMG, she has developed an exceptional talent for handling sensitive employment-related issues, and her department works closely with each SMG venue to ensure human resources best practices

are in place. The Corporate Human Resources Division is also involved in onboarding and transitioning employees of newly acquired facilities to ensure a seamless and smooth conversion to private management.



MICHAEL GODOY

Vice President, Operations

Michael provides corporate oversight of Operations for the 248 facilities in the SMG network. Michael is an industry veteran that directs a team of experts throughout the SMG network who provide consistency of operational policies, procedures, and the management of venues as assets.

Systems and best practices initiated under Michael's direction are the development and current maintenance of SMG Best Practices, Altum a CMMS/ preventative maintenance program, safety and health programs, venue operational audits, annual educational seminars for SMG Operators and the developmental advancement of personnel. Additionally, Michael oversees all Pre-Opening services such as design review, operational consulting and Furniture, Fixtures and Equipment (FF&E) procurement for new venues and renovations/expansions of existing.



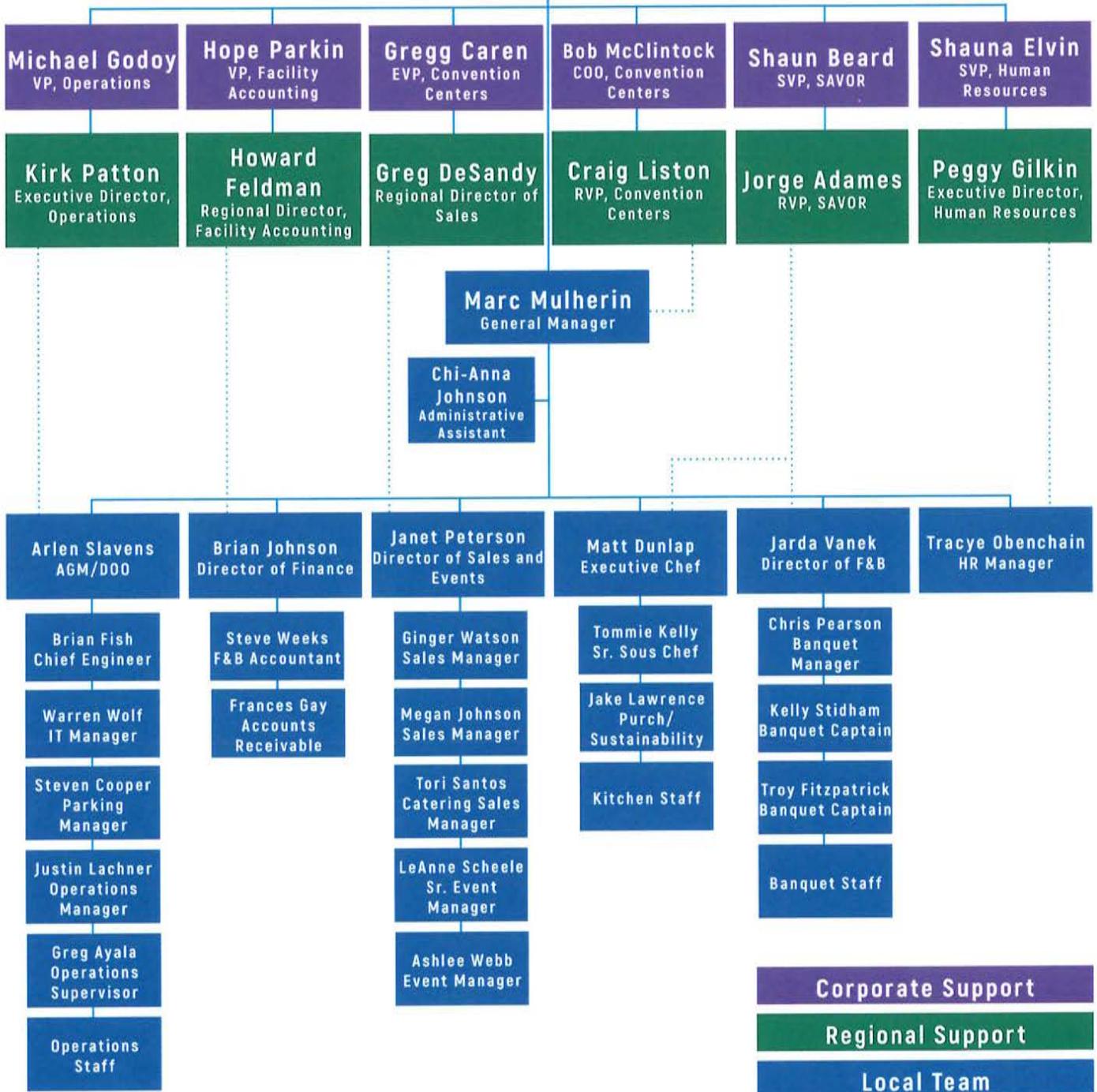
HOPE PARKIN

Vice President, Facility Accounting

Hope is a 15-year SMG employee. The corporate finance team, through Hope's guidance, provides oversight during the budgeting, funding, month-end report processes and financial auditing. Hope also works closely with facilities in coordinating year-end audits and other reporting required by the client. She and her team communicate regularly in the field through reviews of monthly financials and monthly update reports.

Hope is a Certified Public Accountant who began her accounting career at Ernst & Young. The majority of her career has been focused around accounting and finance in entertainment industry, including working as a casino auditor and radio station controller. Most of her time with SMG was as the Director of Finance in Reading, PA where she was responsible for the finances for an arena, theater, hockey team and F&B operations. She also served as Assistant General Manager and General Manager for those facilities.

Section 2: The City's Goals and Objectives and Supporting Detail Regarding SMG's Ability To Meet Them



2.B.

MAXIMIZE THE GENERATION OF CITY AND BRANSON HOTEL AND MOTEL ROOM OCCUPANCY AND OCCUPANCY TAXES

Promises Made. Promises Kept.

By partnering with the Branson Convention and Visitors Bureau, Hilton Hotels of Branson and the many other hotel partners in the community, the convention center was able to continually focus not only on the center operating at a high level but also working hand-in-hand with our local hotel partners. Our goal is to continually bring new business to the city of Branson as well as maintain our repeat clientele. During the past five years the Hilton Hotels of Branson has seen an increase in hotel occupancy:

Group Room Nights:

- » 2015: 29,325
- » 2016: 38,907
- » 2017: 43,162
- » 2018: 44,261

These numbers certainly showcase a team effort in the Branson Community - making sure our repeat clients are coming back, focusing on new meetings and conventions for the City of Branson as well as booking new shows to the market such as:

- » **Branson Market Days:** Twice a year, two day public show that showcases arts, crafts and so much more! Attracting 3,000-5,000 visitors to Branson.
- » **LFA/MMA Friday Night Fights:** Twice a year nationally televised MMA Fights on AXS TV. Averaging more than 1,000 fight fans every fight!
- » **FC Legacy Branson Futsal Soccer Tournament:** SMG/BCC created indoor soccer event that brings 5,000 players and fans to town in January.
- » **Branson Comic-Con:** Two day Comic-Con event in Branson attracting thousands of attendees from the area.
- » **MONASP:** Three day archery tournament featuring the state's finest archery talent and also welcoming more than 15,000 attendees, fans and family members.

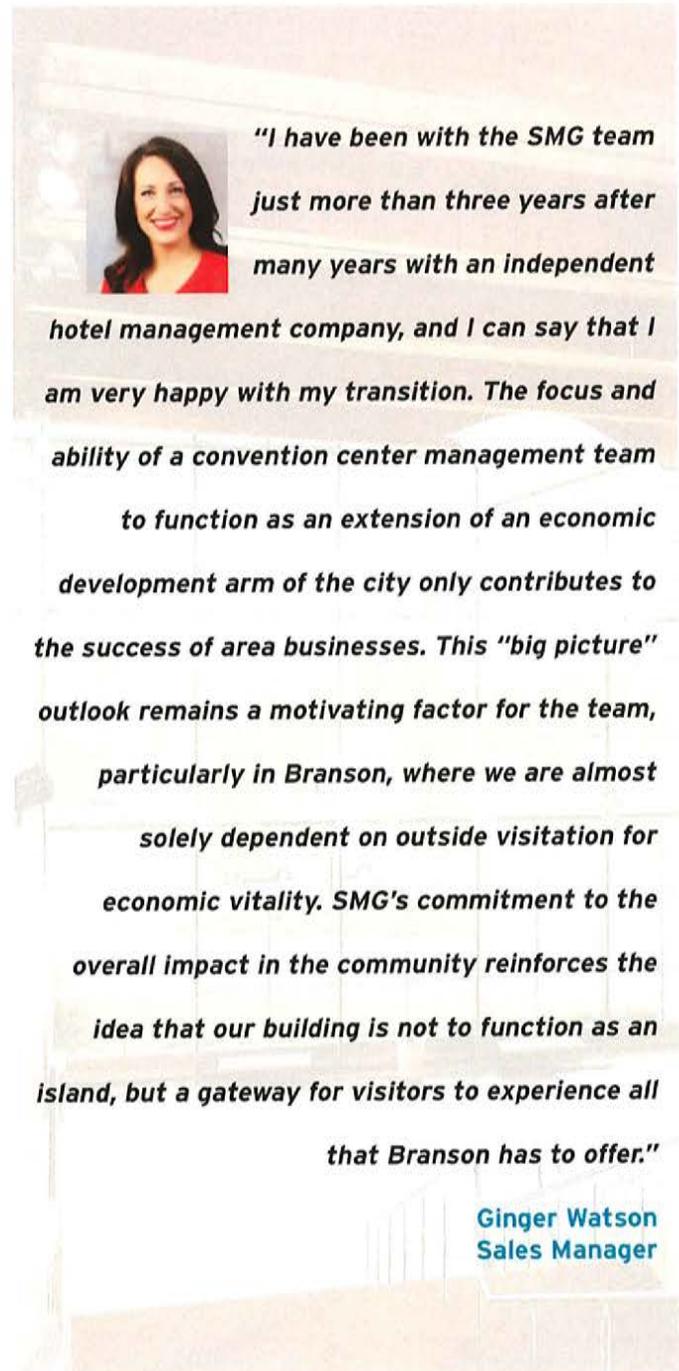
ROOTED IN HOSPITALITY, WE ARE A PREFERRED HOTEL PARTNER.

We are most proud of our hospitality roots and relationships. Originally founded by Hyatt Hotels in 1977, SMG has long mirrored the organizational structure and hospitality delivery promise of our first class hotel roots. Today, we partner with dozens of hotels, including all national hotel brands serving as our headquarters properties. We have forged relationships around the country, and recognize our local partners' needs ranging from bookings to flexibility – all underscored by service delivery. We believe that this is a critical area, and look forward to continuing to work with the Branson CVB, Hiltons of Branson, and other local hotels to build a better base of business.

A PLAN FOR CONTINUED SUCCESS

Every great business constantly retools its business plans to maintain its strongest standing in a competitive marketplace. The SMG team has shown that we continue to explore new initiatives that will enhance the Center's impact on the community. In our response, you will see a number of key targeted initiatives designed to continue to grow and expand the BCC's business. Here are just a few highlights.

- » SMG will build on the initial success of our partnership with Branson/Lakes Area Convention and Visitors Bureau ("BLACVB") by:
 - + Implementation of schedule access for all sales team members
 - + Setting of new joint metrics for the BCCV and BCC sales teams
 - + Creating a yield management matrix to better evaluate pricing models for new sales team
 - + Producing a joint marketing program with participant hotels to drive short term business
- » SMG will leverage our corporate successes in the Sports Market through:
 - + Creation of targeted marketing material
 - + Development of special pricing packages that recognize the unique needs of the producers
 - + Establishing a program of special amenities for attendees
 - + Continuing to leverage relationships built by SMG with National Governing Bodies of Sport, and all competitive event planners



2.C.

DEVELOP AND MARKET PRODUCTS AND SERVICES ASSOCIATED WITH THE BCC

Promises Made. Promises Kept.

When someone mentions new products or services at the Branson Convention Center you will always be reminded of the Sycamore Street Coffee Co. Cart, a new vision that opened in 2015 to help generate new concession sales for the convention center. Since 2015 this cart has generated more than \$116,000 in new concession food and beverage sales. Not only has it been financially successful but it has also become the meeting planners and attendees "go to" for coffee, breakfast items, snacks and beverages. Simple, convenient and friendly has made this cart a successful new piece to the Branson Convention Center family.

In addition to this, we have continually focused on providing new services as well as being the facility in the area that is "easy to work with." Our goal has always been to make sure our customers and attendees come first. Other venue related updates have included:

- » Sycamore Street Smoothie & Slushie Cart: Offering kid friendly and adult beverages to selected convention groups.
- » Updated Loading Dock Load In/Load Out Program: Implemented new policies and procedures to help ease client load in/load out. Never before at the center were guidelines in place to assist the vendors.
- » New Automated Parking System in Garage & South Lot: Easy pre-pay access machines to both our garage and south lot.
- » Updated Concession Stands & Yearly Menu Rollouts: Improved look at concession stands as well as customizing menus for all clients and groups as needed throughout the year.
- » Updated & User Friendly Website: Allowing guests to look at calendar of events, photos, floor plans as well as venue operating standards.
- » Newly installed "Daily Reader Boards" to help attendees find their way throughout the facility.
- » Catering Menu Customization for all groups and events. Conventions, meetings or social event the SAVOR Team has what it takes to make your event a success and easy to plan.
- » Updated venue safety and security measures for entire facility. [SEMP] Safety and Emergency Management Plan was rolled out in 2018, making safety and secure for all attendees a number one priority.

One of the highest compliments a meeting planner can pay to a venue and management team is that the facility was easy to do business with. Being easy to do business with means offering the breadth of services desired by the meeting planner at a highly perceived value. As the industry leader in convention center management, no one understands that dynamic more than us. We are constantly evaluating both the services we provide at the facilities we manage as well as watching for that next hot button for meeting planners. One of the most critical unique selling propositions (USPs) for SMG is our in-house food and beverage division, "SAVOR..." Like much of what we do, SAVOR follows our hospitality model, providing everything from haute cuisine to healthy concession opportunities, always incorporating local brands, farm-to-fork local procurement, and most importantly, eliminating yet another party to deal with.

This integrated model has proven to be effective at the Branson Convention Center. The SAVOR...Branson team consistently receives high marks from attendees and event planners on the quality and consistency of the food and beverage offerings. And the financial return to the City has been strong.



"Our transition in 2014 under SMG went great. They were here, on site, speaking with us and helping us answer any questions we may have had. Since taking

over management, we have been cutting costs and generating new revenue across the board. I have been promoted twice since the takeover and wouldn't want to be anywhere else. I enjoy working with everyone and the opportunities for growth are limitless."

**Chris Pearson,
Food and Beverage Manager**



2.D.

PROMOTE THE BUSINESS OF EXISTING LOCAL RESTAURANT AND RETAIL ESTABLISHMENTS AND HELP MAXIMIZE SALES TAX REVENUES

Promises Made. Promises Kept.

"There is no question that Dick's 5 & 10 has benefited from having the SMG Team operating the Convention Center." Steve Hartley, Owner of Dick's 5 & 10



Understanding the importance of a destination is one of the primary attributes that SMG can offer a city. By partnering with the local attractions, shows, restaurants and the shopping community SMG has focused on "Citywide" success for all in the Branson Community.

SMG has created an "open communication policy" that invites the community to have open and informative conversations with the BCC/SMG team when it comes to conventions, meetings and events coming to the Branson Convention Center. By helping the community and providing information such as number of attendees, event dates and times as well as having a better overall understanding of the event will help the community be better prepared to service the attendees. This was never the case prior to the SMG transition. We were able to sit down with store, attraction, show and restaurant owners to find out what was needed to help them become successful. Having developed these relationships impacted the community in a big way. By building an alliance with our partners, we will continually be able to work with everyone to make Branson a premier destination to all planners and attendees.

We understand that the destination is the primary draw for event planners to choose Branson as the site for their events. Once we attract the events, we focus on providing the best possible experience to the attendee, which must include experiencing what Branson has to offer. In many of our markets, we will feature local products as part of our food and beverage offerings. We have also established Restaurant Guide Kiosks to promote businesses near the convention center, as well as working with the CVB to provide information on other attractions and destinations in the area.

During the past five years in, our general manager, Marc Mulherin, and his team have worked tirelessly with the downtown business owners to ensure they were aware of major convention activity in the facility so they could structure their operating hours accordingly. One such merchant, Dick's 5 & 10, has provided a letter of support of our renewal due to those outreach efforts.

Knowing Branson and its rich history built on hospitality, we make it a point to communicate regularly with business and community leaders. In addition to being a sleek, modern, state-of-the-art venue, the convention center should be an extension of the community, reflecting history and culture. A prime example of these efforts lies in the BCC Concourse Art Exhibition Program, a rotating display featuring local artists.



"Having previously worked in both Events and Catering Sales under Hilton management beginning in January of 2012, SMG presented me with the opportunity to come on board as

a Sales Manager for the Branson Convention Center in 2014 under their new management. Having now been a Sales Manager for the facility over the past 5 years, my knowledge in the industry has grown substantially. My role has since allowed me to develop stronger relationships with my clients within the Corporate, Religious, and Sports markets, and has aligned my personal drive and sales focus to think "big picture." I'm grateful for the role I've been entrusted with under SMG, as there is a sense of pride that comes with bringing hundreds, even thousands, of attendees to our venue - ultimately resulting in a greater, overall economic impact, and the strengthening of our community partnerships."

**Megan Jackson,
Sales Manager**



2.E.

PROVIDE HIGH QUALITY FOOD AND BEVERAGE SERVICES

Promises Made. Promises Kept.

FOOD...BEVERAGE...AND BEYOND!

"During our 2017 event, a severe storm descended upon the Branson area prompting the tornado alarms to go off during the Awards Banquet just as we were finishing the dinner. The SAVOR staff sprang into action and in a very calm manner ushered nearly 400 of our members to the back of the house for our safety. After about a 30 minute delay, the evening continued with the awards ceremonies."

Gary Gates, Executive Director MO Park & Recreation Association

Not only is it about food and beverage it's about customer service and treating all guests like family and friends at the Branson Convention Center. From day one the SAVOR...Branson team has truly helped to produce some of the most memorable events in the City of Branson.

- » Branson Chamber of Commerce Black Tie Annual Gala Dinner for 1,000 guests.
- » Conklin Companies 50th Anniversary Dinner for 1,800 guests.
- » Associated Electric Association Annual Convention.
- » MO Healthcare Association Annual Convention.
- » Boys & Girls Club of the Ozark "Annual Gala for Giving" Event.
- » Branson's Prayer Breakfast.
- » Diamond Bound Dinner for 1,500 guests.

Creating a memorable experience for every planner, attendee or guest has become one of SAVOR...Branson's top priorities, including accommodating special meals of any type to customization of all client menus upon request.

Style...Creative...Vision...Taste

SAVOR...Branson continues to produce the very best of food and beverage when it comes to convention centers and hotels in the state of Missouri. Hot food is always hot and cold food is always cold. From plated gala dinners to continental breakfasts on the go, our culinary teams have the skill set and knowledge to make every event memorable.

WE ARE

SAVOR...Branson

It has always been the belief of SMG that the delivery of management and food & beverage/catering services by a single firm provides the best opportunity for a seamless and premium customer experience. By combining these functions, a single point of contact and a single focus of responsibility are maintained for the user or for the guest, communication is enhanced, and the goal is common; a great food and beverage experience. That is the philosophy behind why SMG formed its food and beverage division, SAVOR, in 1983 and why SAVOR has grown into one of the most successful food and beverage operators in the country. The opportunity provided by this model is that SAVOR is able to provide a unique experience tailored to the particular facility and to the local market.

We believe that this manner of delivering the food and beverage experience is the perfect model. Using all of the resources, experience, local knowledge and skilled personnel available, SAVOR...Branson customizes the food and beverage experience for the variety of events that are presented, and our Branson team that is already in place has set the bar for catered banquet service in the region.

What follows is a description of all that SAVOR has to offer and why you'll want to keep our SAVOR...Branson team in place. But there is more to the SAVOR story, we hope you will enjoy it.

SAVOR's beginnings originated in 1983 in San Francisco at the Moscone Convention Center. Prior to 1983, the facility was operated by a large institutional food service company providing services. Concerns over product, service delivery and price led then Mayor Willie Brown to challenge the new food service operator to elevate the dining experience to the levels of San Francisco's 4- and 5-star hotels and restaurants... and we did! Since that day, SAVOR has been the premium catering and hospitality provider of Moscone Convention Center generating year-over-year higher revenues and outstanding customer service scores. SAVOR has grown considerably over the last 35 years

by developing individual and location specific food and beverage plans to exceed the needs of each venue it serves.

Today SAVOR operates in more than 140 specialized markets from large professional sporting facilities, to the country's largest convention centers, to local intimate cafés and restaurants throughout the world. SAVOR differentiates by not trying to be all thing to all people or replicate what has been done in other locations, SAVOR's reputation has been built and forged by creating individual local brands for our clients which continue to bring them higher revenues and greater profits.

SAVOR is a division of SMG, the world's largest public facilities management company. SMG has the experience of managing 248 public facilities. Having the industry strength of such a resource gives SAVOR the resources which a third party institutional food service company cannot deliver.

SMG has been the manager of the Branson Convention Center since 2014. In that time, SAVOR...Branson has built a strong framework of partnerships and a reputation for culinary excellence in Southwest Missouri. SAVOR...Branson prides itself in being integrally connected to the community through its locally sourced food program and volunteer and philanthropic initiatives. SAVOR...Branson benefits from the national network and reputation of SMG with national training opportunities and a network of expert chefs that can be called upon for large-scale events.



"I started my career with SMG in 2015. SMG gave me an excellent opportunity to improve myself as an Executive Sous Chef at the Convention Center. It is the best company I have ever worked for.

SMG supports us to use local quality product and environment friendly. We get to plant our chemical free herbs and other vegetables to provide to our kitchen. SMG treats us as a family and cares about our family as well. SMG (Marc) always cares about services and quality of food. So I am so proud to be a part of the SMG team."

**Tommie Kelley,
Executive Sous Chef**

PURCHASING LOCAL

SAVOR...Branson maintains a primary focus on purchasing many food commodities from vendors within 90 miles of the Branson Convention Center. Over the previous five years of service, our culinary team has built solid relationships with local farms, bakeries and dairies. With every meal, our guests get a taste of local culture with ingredients grown in the Ozark region.

Some of our local vendors include Circle B Ranch, Garnishes and Greens, Burt's Bee's Honey, C&C Produce, Copper Run Distillery, and Backwoods Moonshine. We also visit the Hollister Farm to Table Market, as well as the Branson Farmer's Market on a regular basis to foster more relationships with local farms and buy locally through our farm to table program.

FARM TO TABLE

As part of the Convention Center's farm-to-table program, herbs and produce used in the center's catering department are grown on-site in functional landscaping around the property, such as in our Railroad Herb-N-Garden. Our Pico de Gallo is always fresh from the garden as every ingredient is grown right here on property. From the squash in our locally renowned, Butternut Squash Soup, to the mint that we use in some of our finest desserts, there is a little bit of the garden in every dish we serve. Our farm-to-table initiative is just one of the many ways that SMG supports a sustainable center.

COMMUNITY INVOLVEMENT

In addition to supporting the community through patronage of local vendors, SAVOR...Branson also is involved in local nonprofits. The Branson Convention Center donates unserved food from its events and is the largest prepared food contributor to the region's food bank, Ozarks Food Harvest. Ozarks Food Harvest serves Taney County and the surrounding 18-county region. In 2018, the Food and Beverage Department compiled a total of 565 community service hours at community partners, such as Jesus was Homeless, Christian Action Ministries, Warm the Ozarks, and Our Lady of the Lake Catholic Church.

OUR TEAM

Led by Director of Food & Beverage Jarda Vanek, the local SAVOR... team is the best in the industry. The SAVOR... team works together, from the kitchen staff and food and beverage managers to the servers and bartenders, to ensure that every event at the Center is executed above and beyond expectations.

Executive Chef Matt Dunlap has an extensive resume of excellence, which includes more than 20 years of professional gourmet kitchen experience. Mr. Dunlap also possesses a background of working with many sought after, five star, gourmet chefs in a highly reputable country club atmosphere. Opening several restaurants in St. Louis, Mr. Dunlap is no stranger to the professional quality of food uncommonly found in Convention Centers in the area. Mr. Dunlap's varied experience working in Hotel and Convention Center kitchens lends properly to his ability to demonstrate a highly valued and creative experience to all guests of the Branson Convention Center.

The center owes its diverse menu to the diversity in its culinary staff. Being one of our greatest strengths, this diversity enables our culinary staff to easily excel with custom menus from any client. To highlight these abilities is our **Executive Sous Chef, Tommie Kelley** whose background in gourmet from Thailand integrates seamlessly into some of our more exotic cuisine. Chef Tommie Kelley was a finalist in Season 3 of the Missouri Show-Me Chefs Competition and was selected as the Judge's Choice for her excellence in culinary cuisine and presentation.



RE-INTRODUCING

SAVOR...

Catering • Concessions • Special Events



SAVOR IS YOUR FOOD & BEVERAGE PARTNER

OUR MISSION IS TO ENRICH VISITOR EXPERIENCE, BUILDING UPON YOUR VISION THROUGH FOOD - LISTENING, LEARNING, GROWING, HARVESTING, COOKING AND BREAKING BREAD TOGETHER.

AT SAVOR, WE ASPIRE TO DESIGN A VISITOR EXPERIENCE SO ALIGNED, SO DELICIOUS, AND SO INDELIBLE THAT IT WILL **LIVE AS YOUR SIGNATURE FOOD OFFERING FOR YEARS TO COME.**

CURATING STORIES THROUGH FOOD CREATES A POWERFUL BOND BETWEEN PEOPLE, PLACE AND TIME. AND IN AN INSTANT, A FLAVOR, A TASTE OR A FAMILIAR AROMA TRANSPORTS US ALL TO A MEMORY - A SNAPSHOT IN TIME WITH FAMILY AND FRIENDS. **THAT IS THE POWER OF FOOD.**

WE STRIVE TO BUILD ON THOSE MOMENTS. WE SEEK OUT **PARTNERSHIPS WITH LOCAL CHEFS, RESTAURATEURS** AND FARMERS, WHO WILL HELP US SHAPE A SINGULAR DINING EXPERIENCE KNOWN ONLY AT YOUR VENUE, SET WITHIN THE UNIQUE BACKDROP OF YOUR COMMUNITY.

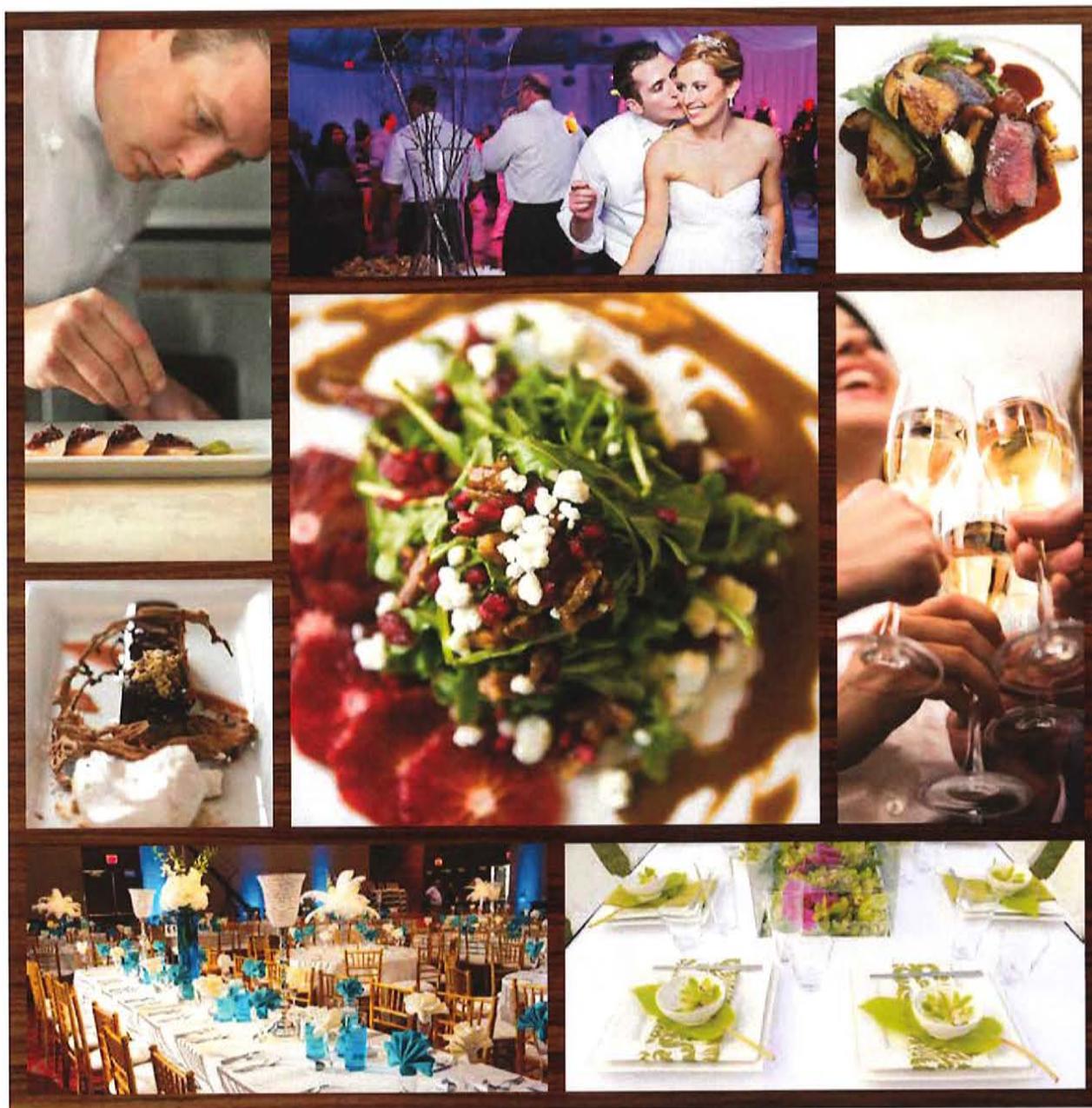
WE SHOWCASE WHO WE ARE BY FOCUSING ON WHERE WE ARE, CUSTOMIZING EXPERIENCES THAT LEAVE A UNIQUE IMPRESSION ON GUESTS, EVERY TIME THEY DINE WITH US.

Catering Services

Catering services offered by SAVOR span the full spectrum of public catering needs. In practice and policy, we are customer centric driven, team-focused, and committed to working as a discreet partner with our clients in creating a world-class food and beverage experience for their users and elevating the facility's reputation as a premier business and entertainment destination.

**"This is the BEST
backstage catering
I have ever seen in
my entire career!"**

- James Taylor



Section 2: The City's Goals and Objectives and Supporting Detail Regarding SMG's Ability To Meet Them

Throughout our many locations one theme resonates consistently; our customer and partnership focused approach. Touching both our clients and the communities we serve, SAVOR offers local boutique style catering and event planning in many diverse locations around the world.

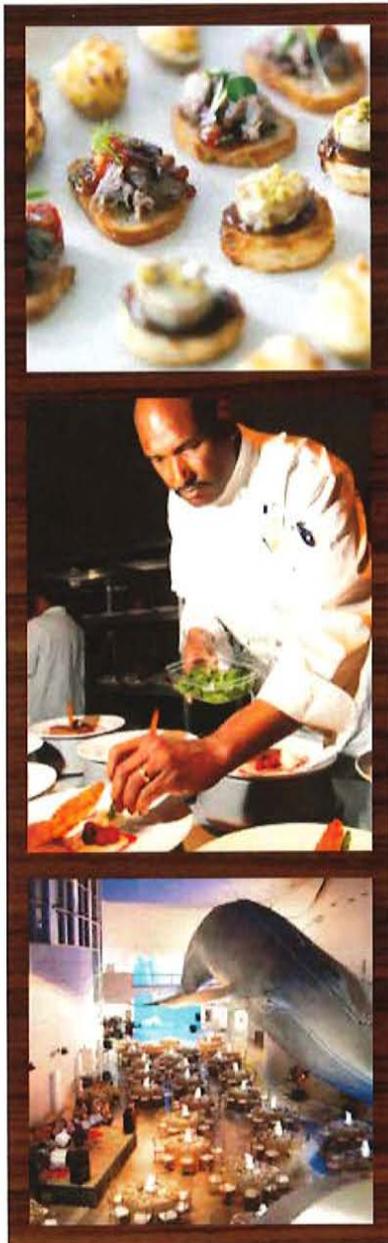
We handle large scale entertainment events, city-wide conventions, sporting events, educational programs, private parties and corporate events. Our business is shared

between corporate clients, 3rd meeting planners, promoters and educational providers and private party planners. We work with each client to determine menus and programs based on their specific needs.

Over the last 30 years SAVOR has catered receptions for 30,000 attendees as well as intimate private suite service for our stadiums and arenas. We have hosted International media and the Leaders of the World at the NATO conference, provided catering and event

planning for destination weddings at some of our world class locations. We provide premium off-premise catering as the exclusive caterer for a top corporate client, as well as exclusive backstage catering for top name performers such as James Taylor and Bon Jovi.

We have worked within all budgets and customized menus to provide a wide range of authentic international fare as well as incorporate regional and local favorites to give guests a true taste of the city they are visiting.



SAVOR has the talent, staffing and flexibility to help clients create a program that is right for the occasion and need.

General Facility Catering
for any type of venue.

Convention & Trade Shows
From Show Management to Exhibitor food and beverage services on the trade show floor and in meeting rooms.

In-Conjunction With Catering Events (ICW)
frequently held on property or off site during the course of a convention.

Corporate Catering
Corporate-sponsored conferences, seminars, workshops, product roll-outs, and corporate meetings.

Food To Savor
At SAVOR, we strive for what we call the "wow!" factor—having patrons exclaim that the food was better than they ever expected. To earn this reputation for our facility, we focus on presentation, exceptional quality, fresh authentic flavors, flexibility and creative concepts. We treat each facility individually and carefully consider demographics, trends, pricing, integrity, food safety, ethnic and regional choices, marketability, and client service. When these factors are kept in balance, the result is a product offering that clients and patrons alike consider a valuable amenity that drives business and greater revenues to the facility.

Local Market Catering
Events hosted by community organizations or associations known in the industry as SMERF (social, military, educational, religious and fraternal) groups.

Weddings and Destination Weddings
We can handle all your wedding needs at any of our traditional locations as well as some of our sought after destination wedding locations such as Jamaica, Puerto Rico and Jekyll Island.

Private Suite Catering
VIP luxury suites and premium seat service in stadiums and arenas.

Off Premise Catering
At many of our locations we have become the exclusive caterer for our clients, traveling to other destinations to cater each of their events.

Backstage Catering
Understanding the demands and needs of top performers is a challenge that we pride ourselves at excelling in.

Sales Support
SAVOR is a proactive partner in developing events business for our clients' facilities. We work closely with Convention and Visitors Bureaus, Chambers of Commerce and the local community to vie for bookings from the moment a prospective events planner expresses interest in our facility—often five or more years in advance of the actual event. In addition, our sales force collaborates with facility managers to create a marketing strategy to fill short-term business needs. Our ongoing relationships with meeting planners and destination managers throughout the country enable us to develop leads that frequently result in bookings.

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Retail Food Services

Our retail food strategy is based on location, type of venue, and competitive price evaluations. SAVOR wants clients to consider food as an amenity offered to guests of the facility, not just a necessary part of doing business.

We start with the best quality locally available ingredients to offer foods that are simple, wholesome and delicious.

SAVOR offers retail food and concession services to more than 140 locations throughout the United States, Canada, and Europe





National Branding

Consumers are brand loyal and we know from experience they purchase from familiarity. Recognizable branded products adds comfort for the purchasers and adds revenue to the facility. SAVOR embraces the power of brand recognition and plans to carefully explore and implement the correct partners at your facilities. SAVOR believes that incorporating highly recognized local and national brands and suppliers will please customers and expand revenue opportunities.

Private Label Brands

SAVOR has made a science of understanding the food and beverage buying habits and preferences of the diverse nature of our crowds. This research has resulted in a program designed to give guests exactly what they want while at the same time maximizing sales for the facility.



Regional Favorites & Local Partnerships

Crab Fries, pulled pork sliders, fried pickles, queso blanco with homemade chips, warm pretzels braids and whole grain mustard—whatever people in the region favor will be included as a menu selection.

SAVOR personalizes the program for every location by working with partners renowned in the community for a particular specialty and inviting them to become part of the unique food offerings at each facility

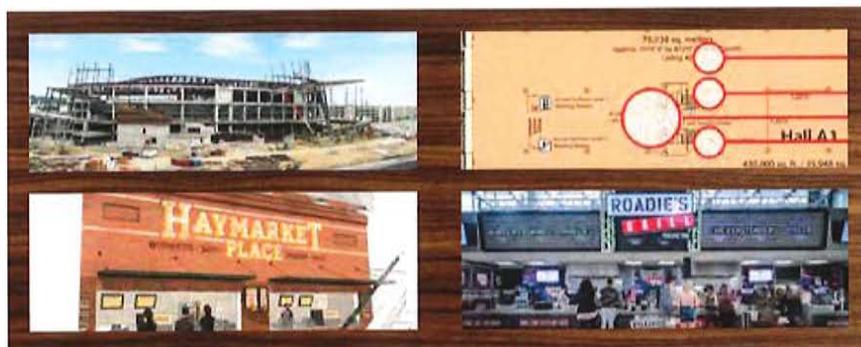


Mobile Solutions

The mapping and use of portable kiosks is vital to revenue growth and enhanced customer satisfaction of a food and beverage operation.

SAVOR's philosophy of a successful portable cart program is simple; limited, desirable, impulsive products where transactions can be captured within one minute per guest and most importantly the carts and kiosks alleviate some of the pressure from the permanent concession locations.

Portable carts are fantastic outlets that can be used to showcase numerous specialty or signature items. The flexibility and portability allows you to maximize revenue opportunities as you can position the carts based on guest concentration and demand.



On-Site Marketing & Design

Our fresh, creative, forward-thinking approach to the branding and promotion of retail outlets and way-finding signage complements the architectural integrity of your venues while enticing fans and guests to take a closer look at the exciting product lineup available for their enjoyment. The SAVOR design team has routinely demonstrated flexibility in creatively incorporating any required branding or sponsorship logos into the overall look of the space.

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Special Events

We apply our extensive experience in both large and small-scale events at almost any location. For over 20 years, our culinary team and experienced sales staff have created custom menus and unique special events to successfully support world-class events for small groups or thousands of people. You can be sure we have the expertise to handle every detail of your event, from site coordination, to rentals, to securing a pleasant service staff.

“It has been gratifying to be told by clients that our hospitality and services exceeded their expectations.”

- Jamie Parks



Destination Weddings

Celebrate your special moments with friends, family and fine regional cuisine at any one of our beautiful and unique venues. Leave the details to our team of dedicated event planners, experienced decorators and award-winning culinary experts to create that special ambiance for your wedding.

Any of our breathtaking locations: San Juan, Puerto Rico, Montego Bay, Jamaica; Jekyll Island, Georgia—can set the stage for an intimate occasion or a large extravagant affair.

Montego Bay Convention Center

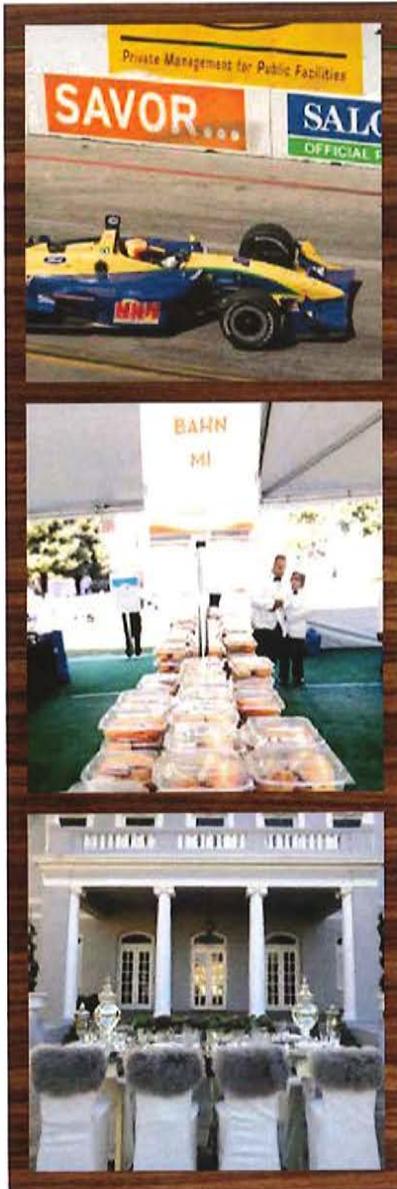
The beautifully manicured lawns, romantic hide-away niches and the magnificent courtyard overlooking the azure waters of the Caribbean Sea, makes the Montego Bay Convention Center the ideal location to whisper your special words of love.

Jekyll Island Convention Center

From the live oaks draped in Spanish moss to the dazzling seaside sunsets and an endless array of beauty and storybook-style features Jekyll Island is the ideal place to say "I Do."

Antiguo Casino de Puerto Rico

Distinguished by its Spanish and French design, its beautiful gardens, balconies, moldings, white marble floors, majestic central staircase and its beautiful twelve foot chandelier make up the elegance of this building; making the Antiguo Casino one of Old San Juan's most prestigious architectonic relics of the 20th century.



Special Events and Off-Premise Catering

SAVOR is proud to be a sponsor and partner of the Toyota Grand Prix of Long Beach for over 19 years. SAVOR has developed a diverse menu with a local flare for the three-day race. The Grand Prix of Long Beach features SAVOR's trademark Pit Stop stands complimented by locally sub-contracted vendors including partnering with SoCal's favorite food trucks to create a food truck village.

SAVOR provides turnkey catering and retail food and beverage services for many off-site venues. Food and Beverage services offered by SAVOR span the full spectrum from retail

options for public special events to full service catering needs. In practice and policy, we are team-focused, committed to working as a discreet partner with our clients in creating a flexible food and beverage experience to exceed expectations.

"The food at the Grand Prix is really an event within an event, and we're thrilled to continue providing it," said Shaun Beard, SAVOR Senior Vice President. "This year we have more than 190 points of sale, and we're always striving to deliver more locations for fewer dollars to the race fans."

Corporate Exclusive Catering

Major corporate clients have stated that, in planning and conducting high-end customer events around the world, its event teams look to SAVOR as their benchmark for quality food and meeting services. Corporate clients have enlisted SAVOR as their exclusive caterer for their hospitality events at locations all over the country.

The services provided a "new look, feel and overall higher service level" according to a confidential client's Marketing Event Manager. Menus featured farm-fresh ingredients to showcase local-regional specialties to appeal to the sophisticated palates of local and international crowds alike.

The cuisine SAVOR "professionally and courteously" provides is equal to top restaurants: "SAVOR's menu won the praise of our clients executives and their well-traveled guest alike, our clients expect quality and attention to detail in all things, including the food and beverages they are served."

"It has been gratifying to be told by clients that our hospitality and services exceeded their expectations" states Jamie Parks, SAVOR Regional Vice President of the South East Region. "To be invited to cater their event again next year is a confirmation that the service and food we provide our client is world class."

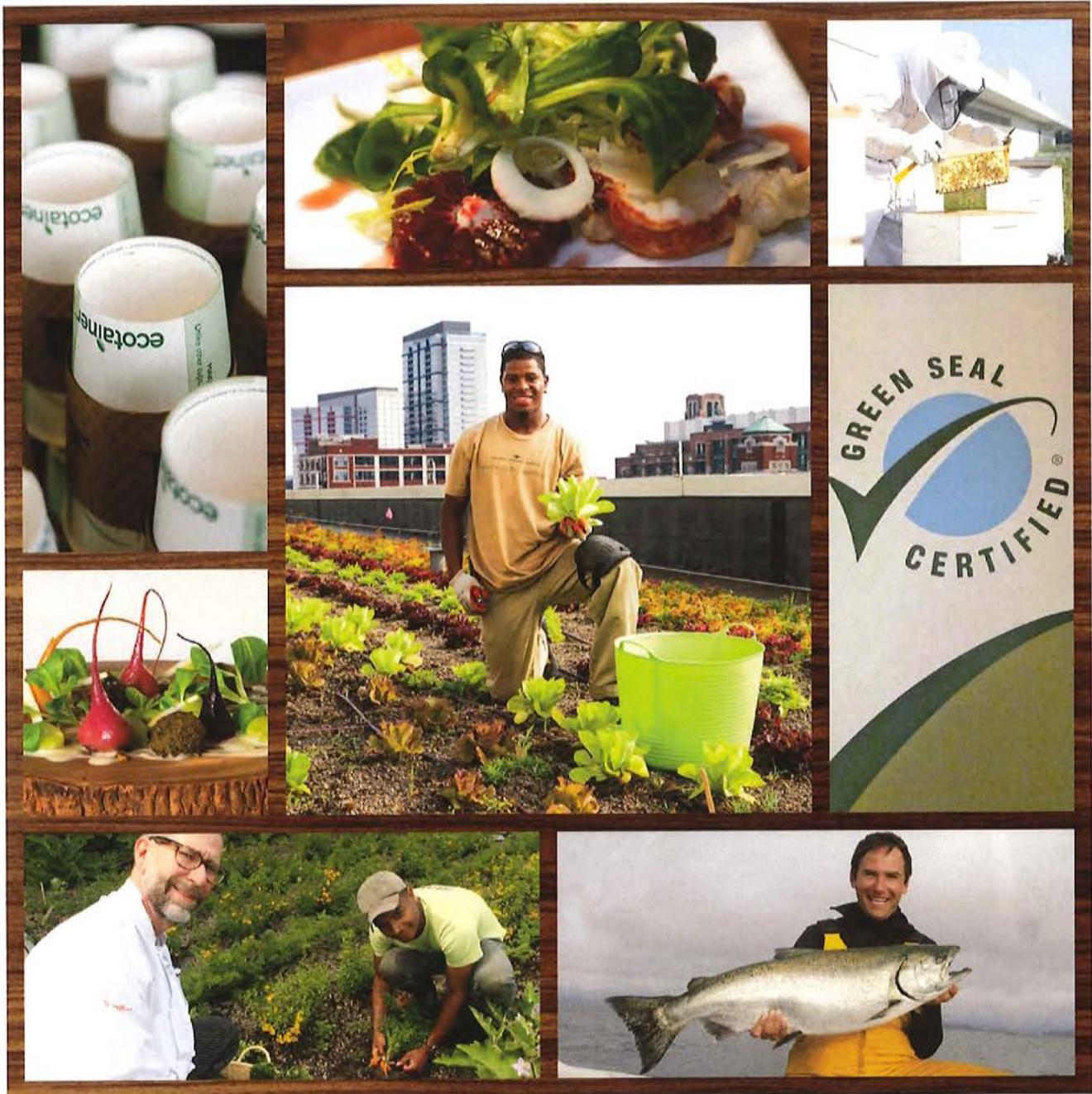
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Sustainability Commitment

SAVOR is an industry leader in introducing green standards and programs to public facilities. As the food and beverage provider to facilities with some of the most stringent environmental policies in the world, we have researched the matter extensively and have worked closely with the community and facility managers to develop environmentally friendly operations.

Our venues are taking action to provide energy efficiency, ecological and environmentally-friendly programs.



Section 2: The City's Goals and Objectives and Supporting Detail Regarding SMG's Ability To Meet Them

Initiatives aimed at minimizing our carbon footprint include purchasing locally produced and sustainably raised products, sourcing sustainable seafood, using non-petroleum-based products, and recycling and composting our waste whenever possible.

At San Francisco's Moscone Convention Center, SAVOR has risen to the challenge of becoming 100% green with trailblazing zero-waste programs that range from compostable eating utensils to composting kitchen scraps.

Our experience and knowledge of green practices position us to conduct facility audits and recommend ways to reduce environmental impact. As such matters come more to the forefront of community concerns, SAVOR is qualified to help phase in initiatives that will not disrupt the flow of operations or impinge on the bottom line.

Our existing alliances and familiarity with environmentally responsive sources also enable us to help facilities scale up quickly. In addition, clients can count on SAVOR to introduce innovations as their efficacy is proven.



Farm-To-Table Freshness

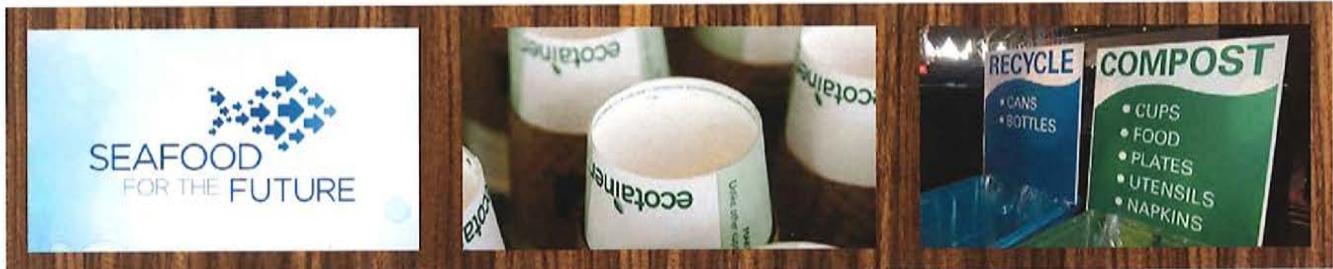
In an alliance with Earth Pledge, a nonprofit organization dedicated to promoting sustainable practices that protect the environment, SAVOR integrates farm-to-table initiatives into all of our operations. Sourcing produce locally not only assures our customers of the freshest and most naturally flavorful ingredients, it allows us to help the local economy by supporting regional growers.

Compostable & Recyclable Products

Whenever possible, SAVOR avoids plastics and Styrofoam products made with petroleum-based chemicals and additives that contribute to pollution, toxicity and land fills. Increasingly, we are adopting eating utensils made from renewal resources, like corn and potato starch, and plates and bowls molded from the fiber that remains after the juice from sugar cane is extracted.

Composting

For select facilities, we have begun a composting program to send food and green waste for composting. This is a farm-to-table-to-farm effort designed to enrich the soil for local farmers and help reduce waste collection costs for our facilities.



Sustainable Seafood

SAVOR has partnered with the Aquarium of the Pacific's Seafood For The Future program in Long Beach, California, to provide customers with healthy seafood choices that are clearly identified and documented as coming from both sustainable wild stock and sustainable aquaculture sources. Menus for all of our facilities include sustainable seafood choices to make it easy for meeting planners to select this option. Stewardship of the ocean and the natural environment is an important consideration in everything we do.

Environmentally Responsive Suppliers

We believe that acting responsibly must begin at the source, which is why we actively seek out suppliers and vendors who make green initiatives a part of their everyday operations.

Recycling

Simply put, whatever is recyclable is recycled.

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2.F.

WORK TO ENSURE THAT EVENTS, EXHIBITIONS, TRADE SHOWS, AND OTHER MEETINGS ARE ATTRACTIVE TO AND RETAINED AT THE BCC BY PRODUCING AN EXHIBITOR-FRIENDLY AND COST EFFECTIVE ENVIRONMENT.

Promises Made. Promises Kept.

SMG has helped to bring convenience and accessibility to the Branson Convention Center. When it comes to "One Stop Shopping," premier destination location and the ability to offer competitive rates, the SMG-managed Branson Convention Center has been delivering the highest quality standards in a most cost effective environment. Our "In House Experts" are here and will be here every step of the way:

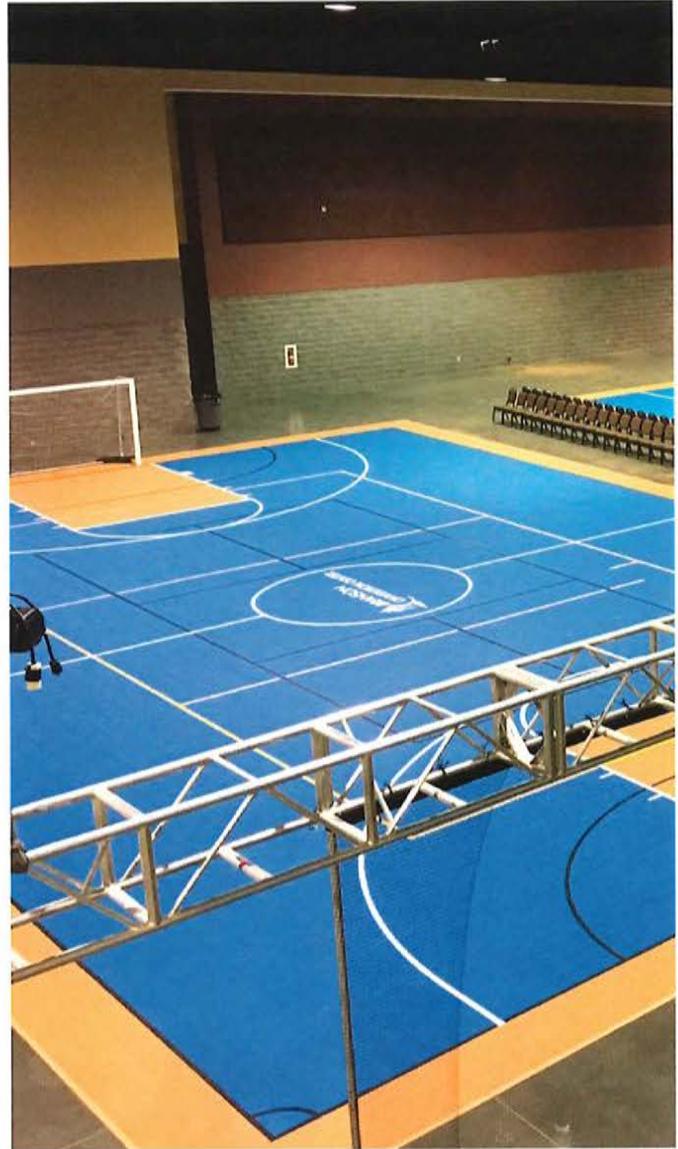
- » Catering/Concession Food & Beverage Services provided by SAVOR...Branson. Premier Catering Company Worldwide.
- » Operations Team helping to make sure all room sets meet or exceed client expectation.
- » Liberty Exposition, Decorating Team has assisted SMG for the past five years when it comes to Rigging and Electrical needs, Exhibitor Services and Audio Visual.
- » SMG National, Regional & Local Sales & Marketing Team focused on bringing new clientele to the Branson Market as well as retaining our current client base.
- » Special Events Department to help plan all your needs when it comes to your convention, meeting or special event.

The SMG and SAVOR Teams have been here for the past five years and will continue to remain. From conventions to meetings or social events including weddings we have the team, facility and services you want and expect. Expect reliability, style and sophistication for your next event in Branson!

As indicated in the answer to 2.c., we are committed to ensuring that the Branson Convention Center is easy to do business with. The lifeblood of any trade show or convention is the exhibitor base, and it is important to recognize them as vital to the success of the venue. We will ensure that the load-in and load-out of exhibits is cost effective yet safe. Additionally, the provision of services on the floor, such as electric and Internet needs to be handled with a service mentality.

Plus having an in-house food and beverage operation means we're attentive to the food likes, preferences and needs of our planners. We do the little touches that mean so much.

In recent years, SMG has been selected to tackle some of the most challenging markets where exhibitors saw little to no value in what was being provided at the particular convention center. Since transition, we have been credited with changing the culture in both union and non-union environments. Exhibitor satisfaction can be equally – if not more – important as attendee satisfaction. Since exhibitors 'pay the bills' for these events, planners will listen to what they have to say. As such, we look at the back dock as another 'front door,' evaluating the customer experience from load-in to load-out. And over the past five years, we have proven our ability to enhance the customer focus in the Branson Convention Center.



"I have been with the Branson Convention Center since its Grand Opening in 2007 when it was managed by Hilton. In 2014 when the transition to SMG happened, I stayed and became an SMG team member and it is the best thing that could have ever happened to BCC and myself. I personally would not be where I am in my career without SMG."

**Janet Peterson,
Director of Sales and Events**



NATIONAL SALES AND MARKETING PLAN - SUPPORT PROVIDED TO EACH OF OUR MARKETS

Through our Convention Center Sales and Marketing Division, SMG provides a unique package of corporate sales, marketing and promotional support to all SMG-managed facilities to enhance the image of facilities within the marketplace and generate event activity for the venue and the community.

SMG'S EXCLUSIVE NATIONAL SALES AND MARKETING PROGRAMS

Marketing and promoting a facility doesn't just happen on a local level, but on a national level as well. That is where SMG's broad base of experienced personnel and extensive communication network really come into play. We know venues, audiences, industries, and we know marketing. The other thing we know how to do is bring all that experience together and make it work locally.

SMG's corporate and regional offices have provided added value to the Facility and the region in a variety of ways. The following details corporate-driven strategies and new booking techniques designed to supplement and enhance the on-site sales and marketing approach. Features of SMG's corporate programs include specifically how the corporate office generates or initiates:

- » New, qualified convention and association business leads to pursue.
- » Utilize corporate contacts and sister facilities to uncover and target touring show opportunities.
- » Media placements as part of the SMG National Advertising Program.

DESTINATION MARKETING AND SALES SUPPORT

- » SMG supports and enhances the efforts of our clients and the local CVBs to attract and market meetings, conferences, trade shows, sport tournaments, and special events/festivals for the venue and the community.
- » SMG has a track record of success in attracting

world-class events, partnering with other clients in similar markets and venues.

- » We provide the CVB with access to resources and opportunities unmatched by any other firm. This includes lead generation, telemarketing and sales programs, promotional exposure opportunities and existing client relationships.

NATIONAL SALES FOCUS A DIRECT APPROACH

- » Focus on national sales support and developing brand messages through industry activities, collateral and public relations.
- » Ongoing emphasis on direct client relationships, presentations and deal-brokering aimed at soliciting events for the Facility.
- » SMG solicits and negotiates any agreements (standard agreements, preferred provider agreements, etc.) to facilitate booking SMG venues first.
- » Create cooperative opportunities for reinforcing the corporate sales support to our client cities.
- » Assist regionally and locally with targeted direct sales efforts based on database marketing prospect lists.



SMG NATIONAL SALES/ MARKETING SUPPORT

SMG MEANS LEADS AND ACCESS TO INFORMATION

One of the keys to successful selling is lead generation. SMG has developed a unique approach to database research with a proprietary database incorporating more than 200,000 customers and events from both internal and external sources. This database generates qualified leads for each SMG-managed facility. These prospects are drawn from competitive markets and a historical database, and cover short- and long-term objectives of the Facility.

NATIONAL SALES PLAN FOR MEETINGS AND CONVENTIONS

Our corporate office has created introduction and direct selling opportunities for all facilities in our network through "Face-to-Face Expos," wherein facility staff meet with and expose their venues to major show managers. These opportunities will include on-site presentations at corporate headquarters as well as co-op participation in national sales events sponsored or coordinated by SMG.

SMG NATIONAL ADVERTISING

The branding message and inclusion of the Facility in SMG's national network of facilities is integral to the ongoing marketing effort.

SMG'S INTEGRATED SALES AND MARKETING PLAN

The following text provides an overview of SMG's approach to integrating its corporate-based and national programs to its individual properties. SMG employs a multilayered approach to the sales and marketing of its venues. SMG's sales effort focuses on industry distribution channels, to which we have unique access. These include interacting with trade show organizers, special-event promoters, consumer show producers and entertainment promoters.

SALES PROGRAMS Our Processes

- » **Client Relationships:** national contracts and

constant communication with the major players.

- » **Trade Show Co-ops:** our national sales exhibits and sponsorships are highly visible at 10-12 events each year, plus in-office presentations to multi-management firms. These events are open to SMG facility sales staff and our CVB partners!
- » **Advertising Co-Ops:** more exposure for the Facility at fractional cost.
- » **SITEPAS lead referral system:** we send leads on a regular basis both from our national sales office and between facilities, referring events that rotate from year-to-year.



SMG VENUES AND CORPORATE SALES
SHARE LEADS ALL YEAR LONG.

IN THE PAST YEAR ALONE,
SMG HAS SHARED MORE THAN
200 LEADS REPRESENTING
MORE THAN 1,000 BOOKING
OPPORTUNITIES

FOR OUR VENUES. THESE LEADS ORIGINATE BOTH IN
OUR CORPORATE NATIONAL SALES OFFICE, AT NATIONAL
SALES AND INDUSTRY EVENTS, AND IN OUR FACILITIES.

- » **Marketing Plan:** on both a national and local level, we are focused on sales activities that complement the local CVB, and leverage our relationships and buying power.
- » **Signature "Tele-Blitz":** events using proprietary database.
- » **SMG National Sales:** SMG is the only firm involved with the management and marketing of convention and conference centers that offers personal and ongoing sales relationships with trade show organizers and convention planners.

- » **Toll Free Sales Hotline:** Show managers appreciate the ability to shop date availability and proposals through a centralized national sales hotline. Our advertising theme is "78 Event Venues...1 Number to call: 1-866-BOOK-SMG."

In recent years, SMG has shared dozens of SITEPAS leads for national organizers in the Dance and Cheer sector alone:

- » Varsity Brands (including - Varsity All Star, Varsity Spirit, American Cheer Power)
- » American Spirit Championships (ASC)
- » Cheer America Championships
- » Mardi Gras Cheer
- » Regional Dance America
- » Extreme Spirit

Corporate-Initiated Telemarketing Events: Using our proprietary database, our corporate sales coordinator will work with a specific region of SMG venues to contact prospects who fit the profile of the venues and markets and create an environment for our multi-unit clients to book more readily, and more often. National agreements with large meetings and trade show management companies have created contract templates which expedite the booking and negotiating process. We focus our attention on companies that manage multiple events, matching their destination preferences with SMG facilities and services for the benefit of our entire network of venues.

OUR PEOPLE

- » National Sales Office:
 - + Regional Sales Directors – six team leaders around the United States
 - + K'nekt Sales Training – ongoing advanced training, focusing on current trends and technology, and open to CVB partners
 - + National Sales Meetings – annual face-to-face event, inclusive of key national clients
 - + Recognition – our management teams consistently are recognized for achieving the best in convention center sales, service and industry participation

OUR PARTNERSHIPS

- » CVBs/DMOs – SMG is a proud partner (and sometimes subcontractor) to almost 50 destination marketing organizations across the United States. We are members of DMAI, and have supported the DMAI/IAAM White Paper.
- » Hotel brands – we work with all hotel brands in all size markets.
- » Local Partners – there is tremendous value in local partnerships. It provides an opportunity to incorporate local strengths and meet the unique needs of the community.
- » Industry Association Presence – no brand or individual sales executives are more prominent in the industry than SMG.
- » Preferred client relationships: put all SMG venues on a higher priority status with firms such as:
 - + Experient (formerly Conferon)
 - + SmithBucklin
 - + Conference Direct
 - + Microsoft
 - + Emerald Expositions

MARKETING PROGRAMS

- » National Trade Advertising: As a continuing part of our branding program, SMG places co-op advertisements in trade publications giving exposure to all of our venues. Often this includes opt-in advertising at greatly reduced rates.
- » Industry Media Campaigns: As a result of our visibility and reputation within the industry, SMG can leverage advertorial and other free publicity opportunities in the trade press for all of our venues. Additionally, we are often called upon for comment on industry issues, allowing us to incorporate specific venues and staff into the text.
- » SISO Member Affinity Program: The Society of Independent Show Organizers is made up of an elite group of for-profit trade show managers. The 200 member firms are collectively responsible for more than 3,000 events per year. Recognizing the synergy of events and venues under such focused control, SISO and SMG have established a program offering incentives and benefits to members for hosting events at SMG venues.

MAXIMUM VALUE, MINIMUM COST

In a recent 18-month period, we estimate that SMG's National Sales Office committed to more than \$300,000 of sponsorship and face-to-face selling opportunities. These provide premium location and brand presence, which our individual venues and CVBs can opt into at a fraction of the real cost to participate at this level. It also presents the unique opportunity for our markets to interact with loyal SMG clients from other markets, much in the same way national hotel brands sell as a brand.

SALES AND MARKETING SUPPORT HIGHLIGHTS	VALUE	COST TO BRANSON	SAVINGS AVAILABLE
IAEE Membership Dues - SMG Corporate Discount	\$1,489	\$1,191	\$298
Trade Show Executive co-op Program	\$12,582	\$2,600	\$9,982
Trade Show Executive Ad Insertion Option (per ad)	\$5,780	\$4,395	\$1,385
K'nekt Training (2 Employees/Year)	\$5,000	\$1,800	\$3,200
SMG Corporate Website Portal	\$3,500	-	\$3,500
Experient EnVision	\$51,000	\$3,800	\$47,200
SISO CEO Summit	\$24,000	\$5,700	\$18,300
NACS (National Association of Consumer Shows)	\$17,450	\$1,950	\$15,500
ACES (Association of Chief Executives of Sport)	\$9,000	\$700	\$8,300
IMEX America	\$59,200	\$5,800	\$53,400
NGB (National Governing Bodies of Sport) Sales Mission	\$4,000	\$300	\$3,700
IAEE Expo! Expo! includes SMG Annual Sales/Client Meeting	\$35,000	\$2,600	\$32,400
Corporate Branding Ads, Catalogues, etc.	\$20,000	\$-	\$20,000
Tradeshows/Sponsorships Represented by SMG:			
Experient Office Blitz (4 cities)	\$8,000	\$2,000	\$6,000
Trade Show Executive Fastest 50	\$15,000	\$6,000	\$9,000
CESSE	\$5,000	\$2,600	\$2,400
SISO Executive Conference	\$24,000	\$5,700	\$18,300
TEAMS	\$64,000	\$3,900	\$60,100
Total Value Added - Sales and Marketing			\$314,350



Branson Convention Center (BCC)

BRANSON, MISSOURI

Sales and Marketing Plan

prepared by 

Introduction: Goals and Objectives

In order to achieve the greatest possible financial results and economic impact for the community, consistent with the goals and objectives of the City of Branson, this sales and marketing plan will address the following topics:

- Strategies for increasing and maximizing occupancy at the Branson Convention Center (BCC) by bringing in new business and retaining current business which generates the highest possible revenue for the Center and the most significant overall economic impact for the City.
- SMG's commitment to sales and customer service training, as well as ongoing support through national sales initiatives, collaboration and partnerships to advance the goals of the BCC.
- Identification and implementation of initiatives to enhance the Center's revenues, while ensuring that the BCC remains competitive with other convention venues.
- Development and implementation of initiatives to penetrate targeted growth markets to attract new events and promote the BCC to enhance usage of the convention center.
- Defining and targeting groups and events which would be a good fit for Branson's unique personality, demographics, and infrastructure.
- Instituting a customer satisfaction survey program.

OVERALL STRATEGIES & INITIATIVES

Although outside the scope of this sales and marketing plan, there are facility-wide strategies and initiatives based upon industry best practices that need to be implemented in order for sales and marketing efforts to be successful. Briefly, the following activities are integral to achieving our goals:

- Recognition, on every level of management and staff, that customer service is Job 1 – from the loading docks to the concessions stands, our customers are king. Focus on customer satisfaction will be the guidepost to all initiatives and activities.
- Establishing a common goal, facility-wide, is the foundation for building positive attitudes and fostering a healthy work environment.
- Improving corporate culture by communicating goals and acknowledging departments and individual employees when they work in partnership with each other.
- Facility-wide recognition that increased occupancy, revenue and profitability benefits everyone.

As a framework for developing an effective sales and marketing plan, it is helpful to divide prospective business into the following market categories:

- Conventions & Trade Shows
- Sports, Competitions, E-sports/E-gaming
- Consumer/Public Shows
- Meetings & Conferences (to include all events that do not fit into one of the above markets)
- Stand-alone food & beverage events/banquets

Although each market and sub-market has its own unique characteristics, there are commonalities which all markets share. In the next section, we will look at those factors that impact all types of events.

Key Strategies/Initiatives for All Markets

- 1) Each event, particularly in the convention and trade show markets, must be assessed in terms of financial impact both to the BCC as well as the local community. In partnership with the Branson/Lakes Area Convention and Visitors Bureau (BLACVB), a quantifiable measurement will be established to ensure that events with high facility and city-wide economic impact will be given priority for space/dates at the BCC.
- 2) In tandem with the BLACVB, work to streamline proposal and contracting process for both short and long term events. In our current industry environment, the speed in which an RFP can be responded to affords a destination a competitive edge, and may be a major determinant to winning business. Institute best practices between the BLACVB and BCC sales staff to improve processes for such functions as preparation of proposals, arranging site visits, and negotiation of rates, space, and contract terms. It is recommended that these functions continue to be handled in-house by the BCC sales staff. The BCC ownership of these tasks would have several benefits, such as: improved customer relationships due to the facility's sales staff being more "hands-on" during the sales process; shortening of response time to prospects and customers; the role of the facility vs. the BLACVB being more clearly defined for the customer, that is, the BCC staff are the experts for the facility, and the BLACVB are the experts for the destination; freeing-up time and resources for the BLACVB, resulting in their enhanced ability to focus on selling the destination and generating leads for the BCC.
- 3) Move and/or refine space holds for tentative and contracted events in order to maximize facility utilization and occupancy. This is especially vital during high-demand time periods. Moving groups is dependent upon excellent customer relationships and through proactive communications between sales and operations departments. When the calendar is highly saturated, moving events is fundamental to accommodating new business.
- 4) Utilize a stacking strategy to host two or more events simultaneously. During the proposal process, if possible, offer space allocations which allow for other events to be booked at the same time.
- 5) Improve customer service and selling skills by attending SMG's *k'nekt* training which is customized for Convention Center sales people and customer service staff. These sessions will offer training and nurturing of professional staff, establish teachable systems, and will increase the likelihood of capturing new business and retaining the BCC's most profitable repeat business.
- 6) Tantamount to successful marketing of a destination is consistency in branding. All marketing and public relations efforts are most effectively administered through the BLACVB. Consistency in all print media, electronic media, social media, and marketing collateral is essential. Both internally and externally, one voice and one unified message are critical in bringing targeted business to the destination and the convention center.

- 7) Recognize the importance of conventions and business-to-business trade shows to the Branson destination by giving preferred dates/space to these events which have the greatest economic impact. Although meetings and banquets can be highly profitable for the BCC, they are generally less valuable to the City than are conventions and trade shows. Additionally, conventions commit several years in advance, giving the BCC a strong base of guaranteed business. Whereas events such as corporate meetings book on a shorter-term basis and are highly subject to cancellation or rescheduling.
- 8) Review rental rate structure for all space to improve competitive edge. Rack rental rate schedules will be analyzed to communicate value of space and value of discounts given, when applicable.
- 9) Leverage SMG's national sales initiatives and client relationships (detailed in separate section).
- 10) Continue the *Branson Alliance*, an SMG trademark stakeholder collaborative with CVB's, hotels and the City (detailed in separate section).
- 11) Maximize food & beverage revenue per event by strategizing with SAVOR to increase and up-sell food and beverage spend. This is an effective strategy for substantially increasing per capita event revenue. The greatest potential for increased F&B revenues lies with the convention and corporate meetings markets.

MARKETS - Initiatives & Action Steps

CONVENTIONS & TRADE SHOWS*:

Statistically and historically, these markets are the most valuable in terms of profitability – not only for the BCC, but also for the destination. Conventions and large trade shows generate more revenues and associated room nights for a destination than any other market. Trade shows generally need substantially fewer walkable hotel rooms than do conventions. Given the number of convention hotels, targeting trade shows may be a more productive strategy. Bringing new trade shows to the BCC will be key to increasing occupancy on a long-term basis, as many trade shows repeat annually. An additional benefit to this market is that they utilize exhibit hall space and do not typically need large numbers of breakout rooms. This characteristic lends itself to protecting ballroom and meeting room space for the corporate and government meetings market.

As a result of Branson's economic demographics, the most promising growth markets may be:

- Religious conventions
- Fraternal events
- Military reunions

**For the purpose of this plan, the convention and trade show markets will be addressed together since both markets have similar characteristics from a sales and marketing perspective.*

Initiative #1

Refine processes for a seamless working relationship with the BCC's most important internal customer, the Branson/Lakes Area Convention & Visitors Bureau.

Action Steps:

- Continuation of the "Branson Alliance" (detailed at the end of this plan).
- Schedule weekly meetings with Center and CVB sales teams to discuss strategies, accounts, booking calendar, need periods, etc.
- Respond within one business day to all leads issued by the BLACVB.
- Collaborate with the BLACVB to offer aggressive pricing structures particularly for short-term business.
- On an annual basis, establish a co-op trade show and travel plans to ensure there is no duplication of efforts or missed opportunities. The BCC will participate jointly in the BLACVB's sales efforts to include sales calls, client events and meetings industry tradeshow.

Initiative #2

Foster and maintain an excellent working relationship with the hotel community and Branson's business community with an emphasis on the hospitality sector. Develop messaging to communicate that increased events at the BCC directly relates to increased exposure and revenues for local businesses.

Action Steps:

- Periodic, scheduled strategy sessions with the BCC, BLACVB, and convention hotel properties (a.k.a. "Alliance Members"), to identify need periods, audit calendars, overcome customer objections, and deliver a unified message.
- Share and collaborate on convention and trade show leads that require both the BCC and surrounding hotel properties, thus increasing revenue for the entire

community. The Hilton Branson will be the most critical relationship to foster and maintain. For the majority of city-wide events, the Hilton will be the "headquarters hotel." These larger events will also be a boon for perimeter hotel properties due to large room night needs causing compression in the market.

- Host "meet and greet" site-tour for the Branson convention hotel community.

Initiative #3

Identify and market to top 50 trade show prospects.

Action Steps:

- Work jointly with the BLACVB to coordinate site tours for strong leads.
- Conduct one-on-one targeted sales calls leveraging SMG's long-term relationship with trade show producers.

Initiative #4

Capitalize on relationships with the BCC's approved general service contractors/decorators by pro-actively soliciting leads for trade shows which would be a good fit for the BCC. Developing and fostering strong working partnerships will increase exposure and ensure prospective customers that the BCC is a favorable environment for their event.

Initiative #5

Collaborate with the SMG network of convention centers to attract conventions and trade shows that have a geographical rotation. The most beneficial relationships may be with some of the BCC's major comparative destinations, such as Tulsa, Oklahoma City, South Bend, Evansville and Peoria.

Initiative #6

Incentivize existing repeat trade shows to sign multi-year contracts, ensuring that they don't migrate to competitive destinations.

Action Steps:

- Prepare list of current trade shows and conventions which have the potential to repeat periodically (annually or biennially). Develop customized incentives to offer a group to sign several years at once, such as preferred dates and/or stabilized rental rates.

Initiative #7

Optimize revenue share to BCC for conventions and trade shows by increasing ancillary income.

Action Steps:

- Regular strategy meetings the SAVOR team – trade shows and conventions with an exhibit component are dependent upon the BCC to provide high quality F&B particularly on the exhibit show floor. A high quality/value food product will guarantee increased revenues for the facility. For the show promoters, an attractive F&B product will increase sponsorship dollars for on-site events, creating a "win-win" scenario.
- Develop plan to expand catering services in order to capture higher revenues per promoter/client, exhibitor, and attendee.

AMATEUR SPORTS, E-SPORTS, E-GAMING, COMPETITIONS:

Sports, competitions, and E-sports/E-gaming events are excellent target markets for the BCC. Branson currently hosts a significant number of cheer and dance competitions, however, expanding this market will provide additional occupancy for hotels and increased utilization for the BCC. In particular, E-sports and E-gaming events lend themselves to downtown venues and are often flexible in regards to their date/space options, thus maximizing occupancy on weekends and during need time periods. Additionally, these events generate substantial economic impact and enhanced visibility for the City.

Initiative #1

Support the BLACVB in their efforts to secure events.

Action Steps:

- Explore utilization of the BCC to support the burgeoning market of E-sports and E-gaming. By providing the infrastructure for these unique functions and increasing the ease of doing business for promoters, Branson will be in a prime position to capture market share.
- Maximize city exposure with the BLACVB by attending the TEAMS Conference (Travel Entertainment and Management in Sports). SMG is the premier sponsor of this annual event, which results in 90-100 appointments with event planners producing leads and RFPs for the BCC.
- Develop list of key prospects by leveraging SMG's strong relationships in sports market.

CONSUMER/PUBLIC SHOWS:

Although the BCC has an inventory of repeat public events, there is an opportunity to attract new and trending public shows to the destination. There is a myriad of advantages to increasing the BCC's public show inventory. For example, these events generally relate to high concessions and operational revenues for the facility. Almost exclusively, consumer shows are organized by for-profit promoters who expect to pay for space rental as well as generating substantial ancillary revenue. Additionally, they bring heightened community awareness to the BCC, due to the fact that these events are attended by tourist, regional, and local populations. As a result of high revenues for the facility and a nominal need for hotel rooms, this market needs to be pro-actively solicited.

Initiative #1

Develop a list of prospective consumer show concepts that don't already have a presence in the local market.

Action Steps:

- Leverage SMG sponsorship by attending the National Association of Consumer Shows (NACS) Annual Convention – the leading association for consumer show promoters.
- Influence existing show organizers to expand into new markets.
- Garner leads from SMG sister facilities through the SITEPAS program – SMG's lead referral system. Many consumer show producers have a national or regional presence, with like-shows in all major cities. Due to the indigenous nature of consumer shows, competing destinations are more likely to refer events. SMG's referral system makes the process of uncovering leads time-effective and increases the likelihood of converting prospects to clients.

Initiative #2

Explore new revenue enhancing opportunities for existing public shows.

Action Steps:

- Work with client and SAVOR to develop a concession menu that tailors to the needs of each particular attendee base.
- Bring the food to the event through the use of portable kiosks on the show floor and/or key traffic areas.
- Directly market to exhibitors prior to show through an e-mail blast that provides food & beverage options to help promote booth traffic.

Initiative #3

In partnership with the BLACVB, provide in-house marketing services to increase public exposure, with the goal of building event attendance. By assisting show promoters in this manner, we will secure the success of our annual events by increasing profitability for our clients and in turn, building revenue for the BCC through increased ancillary income per event. In-house services are a true value-added service for our clients.

Action Steps:

- Meet with promoter base for feedback on strategies to increase attendance.
- Develop listing of possible services available to promoters, to include social media and website marketing.
- Develop collateral for digital and static signage opportunities available at the BCC.

Initiative #4

Develop a blueprint for self-promoted events which will fill need periods and foster community involvement.

Action Steps:

- Form committee of Alliance members to brainstorm ideas for public events which fill a need in the community, for example, a business-to-business Diversity Fair or a Holiday Festival.

MEETINGS & CONFERENCES:

Meetings encompass a broad range of events – corporate, government, religious, educational, etc. These events are valuable short-term, filler business that can garner rental, ancillary, and quite often, large F&B revenues. In terms of profitability, one large corporate meeting has the potential to produce as much revenue as a convention. With the case of larger meetings, they also generate significant room nights.

This market often relies on a strong connection between the venue for function space and the hotel for sleeping rooms, making the hotel community/convention center relationship especially important.

Initiative #1

Market to state government offices and state associations which conduct meetings on a rotation. The corporate market can also be effectively solicited using this model.

Action Steps:

- Regularly scheduled meetings/conference calls with sister venues.

- Develop plan to detail benefits of doing business with multiple SMG facilities.
Discussions and activities to include:
 - Marketing collateral
 - Joint sales calls
 - Joint advertising and marketing opportunities
 - Joint client events

Initiative #2

Work with the BLACVB to proactively solicit large corporate meetings and events.

Action Steps:

- Develop electronic/print collateral to relay a joint message specifically designed for the corporate planner.
- Develop list of top 20 Branson corporations, contact for face-to-face appointments.
- Attend MPI (Meeting Professionals International) Missouri Chapter events.
- Partner with the connected Hilton and convention center hotels to encourage referrals of corporate and association meeting business with extensive meeting/exhibit space requirements. That is, the BCC gets the function, hotels get the room nights.

Initiative #3

Systematize communications with the BLACVB and Branson hotels, most importantly the Hilton, so that leads from their national sales offices can be responded to quickly.

Action Steps:

- Host a reception and site tour in order to re-familiarize hotel sales teams with the BCC.
- If appropriate, partner hotel sales members with BCC/BLACVB sales members who share like markets (i.e. association, corporate, SMERF).

Initiative #4

Enhance the “ease-of-doing-business” with the BCC by developing planner-friendly packages for corporate, association, and government groups.

Action Steps:

- Develop flexible package pricing for all meetings in order to eliminate “hidden costs.” For example, rental to include room set-up, one microphone, security, and water stations.
- Customize training to event personnel to accommodate high-maintenance corporate groups.
- Offer services common to hotel properties such as pens, pads, and water service.

Initiative #5

Collaborate with SAVOR to coordinate products and services tailored to the meetings market.

Action Steps:

- Offer customizable “Meeting Planner Packages” for F&B.
For example: continental breakfast/AM break/lunch/PM break – all for one price per person.
- Host a client event/open house to showcase catering.
- Conduct “tastings” for larger events to capture more F&B revenue.
- Develop rental discount structure, tied to F&B revenue, as an incentive for planners to keep catered events on-property.

Stand-alone Food & Beverage / Banquets:

Banquets, although not the highest sales priority, are important short-term filler business that often occur on weekends when there is more space availability. The BCC's extensive ballroom space affords a captive market for events that are too large for competing downtown venues.

Initiative #1

In collaboration with SAVOR, the primary initiative will be to communicate a consistent message to local and regional associations, not-for-profit organizations, corporations, hospitals, educational institutions, etc. These groups specifically need large spaces for fund-raising banquets, awards banquets, and holiday parties.

Action Steps:

- Compile a comprehensive list of all non-profit events in the Branson area by utilizing local publications and web-based media.
- Host a reception to showcase catering to the BCC's client base and prospects. Particularly focus on events that require extensive space for large productions.
- Update and enhance the BCC's website to reflect ease of customizing menus, product quality, value, and exceptional service.

Initiative #2

Solicit to area educational institutions for their annual events (i.e. proms, homecoming celebrations, alumni events, reunions).

Action Steps:

- Create customized packages for varied events to include, for example, sample menus and decorations for proms.
- Compile listings and develop strategy to meet with events department contacts at Branson's universities, colleges, and secondary educational institutions.

SMG NATIONAL SALES INITIATIVES

In addition to supporting our on-site sales teams, SMG's corporate mission is to work with our municipal, destination marketing and facility user partners in order to maximize the desired outcome for each and every stakeholder. The result is an optimal balance of facility utilization, business tourism growth, customer service, and financial performance.

In 2000, SMG established the first and only formalized national sales effort in the industry with the express purpose of generating sales leads and bookings to support the efforts of our local sales teams and their partner Convention and Visitors Bureaus.

This effort has grown into the program that today can claim established client relationships and affinity programs with the largest event planners in the United States, premier status with the industry associations that support them and proven co-op programs and direct sales opportunities that deliver value and savings to our centers and their partner CVBs. Today, SMG is still the only firm offering an integrated national sales approach that mirrors those of nationally branded hotels. Just as with hotel brands like Hilton, Hyatt, and Marriott, we strive to create opportunities that expand the sales reach of your Convention Center through various means. A few prime examples include:

- National contract and preferred vendor relationships to include:
 - Experient
 - Conference Direct
 - Smith Bucklin
 - Microsoft Corporation
- Emerald Expositions (formerly Nielsen Expositions) – SMG Corporate “bridge” agreement, simplifying contracts with individual SMG facilities.
- Advertising Co-Ops including special negotiated rates with Trade Show Executive.
- Industry Trade Show Co-Ops. Examples include:
 - Experient EnVision Annual Meeting
 - International Association of Exhibitions & Events (IAEE) EXPO! EXPO!
 - Travel Entertainment and Management in Sports (TEAMS)
 - Association of Chief Executives for Sport (ACES)
 - National Association of Consumer Shows (NACS)
 - Society of Independent Show Organizers (SISO)
 - IMEX America
- SITEPAS (Send it to Every Peer at SMG) – An electronic lead referral system designed to help research availability and share leads within all SMG facilities.
- SMG K'nekt Sales and Customer Service Training – we are committed to offering training for our sales and events teams across the country in order to produce the best trained professionals in the industry. In doing so, we have a competitive advantage over non-SMG facilities. This training works to develop and fine-tune skills to close more sales and improve customer service in order to increase the probability of an event rebooking. We

offer a series of classes, specifically designed for convention center sales, convention & visitor's bureau sales, event, and front-line personnel. Program offerings include:

- Customer Service Orientation
- Formal Customer Service Training
- Advanced Customer Service Training
- K'nekt Approach to Leadership
- Sales Training I – The Consummate Sales Professional
- Sales Training II – Advanced Selling Techniques
- Sales Training III – Accountability and Leadership Training
- Certified Meeting Planner Certification
- CVB Professional Selling Skills
- Event Management
- Sales Administrative Assistant Training

The Branson Alliance

Changes in the convention and trade show industry have made it imperative that destinations and convention centers closely examine their sales / service delivery structures to better align with the needs and expectations of the customer. SMG has implemented its "Alliance" model in markets as diverse as Denver, CO and Syracuse, NY to great success.

Our experiences in the convention and meetings industry has shown us the competitive nature of our business, the importance of a cohesive approach, and the need for coordination of goals and strategies in order to effectively and successfully market the facility and destination. Clients demand an excellent working relationship between convention & visitors' bureaus and convention centers. Destination appeal and hotel/convention center negotiations are all one buy in the eyes of the client. To this end, a unified message/identity is mandatory for increasing economic activity for the City of Branson. SMG is eager to continue its partnership with the City in terms of a comprehensive sales and marketing program that recognizes the unique strengths, challenges, and characteristics of Branson.

The following document details the Operating Plan for the development and implementation of the Alliance model at the Branson Convention Center (BCC) and the Branson Convention & Visitors Bureau (BLACVB). It should be noted here that the Alliance model is a dynamic plan that will continue to expand and to respond to the specifics of the market. As such, we look at this in four phases: communication, implementation, assessment and reevaluation. Therefore, as part of each year's Business / Marketing Plan moving forward, initiatives may be added, deleted or modified in response to the success or failure of the previous year's program.

What is the Alliance?

The structure of the Alliance will start with a defined strategic relationship and operating plan between the BCC and the new BLACVB. Following this initial agreement, discussion will be had regarding incorporating internal service providers (i.e., Liberty Decorating and primary industry stakeholders such as Branson's convention hotel (i.e., Hilton Branson). Involvement will also be considered for major Branson attractions such as Silver Dollar City.

The Role of the City

The City of Branson has an open invitation to participate in all aspects of the Alliance. It is vitally important that the City be fully vested in the activities of the Alliance and its partners. To that end, communication and reporting methodologies are outlined later in this section.

Goals of the Alliance

The Branson Alliance will establish a series of overarching goals designed to enhance the effectiveness of the BCC and the BLACVB in generating economic impact to the community. They are:

- Enhance the satisfaction of the customer (including show organizer, exhibitor and attendee) throughout all phases of the interaction
- Improve the effectiveness of each member's resources
- Coordinate measurement and reporting of activity and productivity

- Facilitate communication amongst the Alliance members
- Support the mutual success of the members

Operating Plan

The following will outline the operating plan for the Alliance. The plan is broken down into four areas:

- Marketing / Public Relations
- Convention Sales
- Internal Communication / Coordination
- Measurement / Reporting

Each section will have a series of specific deliverables. Again, as this plan is dynamic, these deliverables are expected to continue to grow as the members see the effectiveness and seek to build on that success. More detail on each of these four elements follows.

Marketing / Public Relations

As is most often the case, stakeholders/members each develop and follow separate Marketing and Communications plans with limited coordination or communication between members. Integrating these efforts will provide a cohesive message to the market and allow the BCC and BLACVB to take advantage of resources thereby reducing costs, and expanding the reach of the members marketing and communications efforts.

Specific initiatives in Phase II include:

- Joint Development of Annual Marketing Plan – The development of fiscal year plans will be done jointly between the members. In advance of that effort, regular strategic planning meetings will be held with the leadership of the members.
- Centralization of Public Relations – the BLACVB will be the central point for all BCC related public relations efforts. This will provide for reduced cost and expanded reach for the Center's efforts while ensuring a cohesive and coordinated message to the market.
- Website Integration – The BCC and the BLACVB will coordinate their website efforts. The goal will be a seamless integration of the destination and Center sites so that the customer moves fluidly between the sites and is able to reach locations within the site easily.
- Unified Sales Collateral (print and on-line) – All design and publication of BCC collateral will be developed and implemented by the BLACVB creative team. This will provide for reduced cost and enhanced quality of the Center's efforts. Additionally, it will enhance the messaging of the members' material by providing a unified, coordinated look, feel, and message.
- Single Platform for Social Media – the BLACVB's Social Media team will be the platform through which the Center communicates through Social Media. This will have the benefit of establishing a coordinated presence for the Center with the destination at no additional cost while providing the BLACVB team with valuable content for the various platforms. Moreover, it will engage community leaders, stakeholders and residents in a meaningful way about activities of interest, and the impact that the Center has on the local economy and quality of life.

Convention Sales

The members will commit to a complete review of the sales process to respond to the needs of our customers. The initiatives outlined below will be developed through meetings held with the BCC and BLACVB sales teams and the Branson Alliance members. We fully expect that further initiatives will arise for the efforts of the teams to better integrate toward a seamless sales process.

Specific initiatives in Phase II include:

- Develop Yield Management Pricing Strategy – Utilizing data gathered from the BLACVB, SMG, and Center sales teams, a pricing strategy will incorporate such factors as time of year, hotel room generation, ancillary spending and propensity to book again to develop pricing responsive to need periods. Development of a measurement tool similar to that used in other SMG properties will be prioritized.
- Review Center Rental / Services Pricing – Again, utilizing data from the BLACVB, SMG and Center sales teams, a complete review of all pricing will be conducted. A focus will be to create more “all in” pricing models for space to streamline processes, enhance “ease of doing business” and to improve client satisfaction. A revised rental structure will be evaluated and submitted.
- Streamline processes – Center sales processes will be reviewed to identify any impediments to improving the “speed to market” of the sales efforts. Specific action items will include commitments to timelines: 24-hour to return calls, 24-hour proposal return when needed, and 15-day draft license agreement. If applicable, the members will also review the Commitment Letter process.
- Integrate Software Systems – BLACVB sales professionals will have real time access to BCC booking software. However, the members will explore ways to better integrate data stored in their respective customer relationship management (“CRM”) systems to streamline communications and minimize duplication of efforts.
- Sales Team Coordination – Center sales professionals will be assigned to specific markets in line with the BLACVB sales team. This will enhance communication, coordination, and response time.
- Create Educational Programs – The members will commit to holding regular educational sessions for the respective sales teams on topics of specific interest to all.
- Improve Communication – The commitment of the members to improve communication is both informal and formal. Action items will include regular meetings for Strategic Sales, Revenue Management, White Space Review and Stakeholder Hotels.

Measurement and Reporting

Coordinating data collection and analysis between the BCC and the BLACVB will produce consistency, accuracy and will reduce costs. The plan will focus on utilizing the established research teams to gather and analyze the data.

Specific metrics to be focused on in Phase II include:

- Customer Satisfaction – The members will coordinate the issuance and design of the Customer Satisfaction survey to ensure maximum response rates. The survey will be modified to allow for certain modules to be taken out to use for clients that do not utilize BLACVB services.
- Communications – The coalition of Alliance member will track exposures from Public Relations activity, web presence and social media activity. Additionally, the Alliance will track the same Key Performance Indicators measuring advertising value and expenditures saved.
- Sales – The BCC and BLACVB sales teams will analyze the same metrics and utilize the same methodology. Sales Activity will reflect; sales calls, face to face meetings, and site visits. Sales Productivity will reflect sales pace and sales conversion.
- Financial – The members will continue to track financial performance in the same way to allow for accurate year-over-year comparisons. The focus of the Alliance will be on; financial performance of the Center and direct economic impact.

The members will report jointly to the City of Branson, on a regular basis, the activity and productivity of the Alliance. These reports will include:

- Quarterly reporting to the City on all measurements listed above.
- Regular (as defined by Senior Staff) reporting to the City in a dashboard format.
- Year-end report as part of the Fiscal Year Budget and Business Plan submittal process.

2.G.

PROPERLY MAINTAIN AND SAFEGUARD THE CITY'S CAPITAL INVESTMENT IN THE BCC THROUGH THE EXERCISE OF THE HIGHEST STANDARDS OF MAINTENANCE AND PRESERVATION, AND, AS THE NEED ARISES, RECOMMEND CAPITAL IMPROVEMENTS, INCLUDING MEETING ALL CITY REQUIRED LEVELS OF INSURANCE.

Promises Made. Promises Kept.

Protecting one of the City's biggest investments has become priority number one for the SMG team. Alongside our internal team of operators and engineers, SMG's network of Regional Operations Personnel help to conduct venue audits for the Branson Convention Center as well as worldwide. The Branson Convention Center is always one call away from the collective knowledge of more than 200 venue operators.

"I can't believe the convention center is twelve years old, it looks brand new."

Our staff is committed to making sure the Branson Convention Center remains a Premier Convention and Event Destination for years to come. Employee pride, dedication and hard work continually play a role in our success maintaining this amazing facility.

Section 2: The City's Goals and Objectives and Supporting Detail Regarding SMG's Ability To Meet Them

Measurement and accountability are intrinsic to SMG operating standards. Whether using technological tools such as SMG's proprietary computerized maintenance management program or physical venue audits by regional Operations personnel, compliance is trusted but verified.

SMG Maintenance offers the best real time preventive maintenance and work order tracking program available. It is 100% customizable not only to the specialized equipment in sports, entertainment and public assembly facilities but also around the unpredictable schedules by which these venues operate. Protecting what is likely one of your City's biggest investments is critical to the value proposition we provide.



"Working for SMG has been a great experience, I have many wonderful things I can say about SMG and its Management. I believe that SMG offers the resources to effectively manage this property whether it be Engineering or Operations as I have received help in both areas, it has been a great 5 years and I am glad that SMG offered me a position, looking forward to the next 5 years."

**Arlen Slavens,
Assistant General Manager**



SITE PREVENTIVE MAINTENANCE PROGRAM

AN LOOK AT OPERATIONS AND MAINTENANCE

In-house technicians are responsible for preventive maintenance whether it be daily, monthly, or yearly. Each staff member is specialized to some aspect of the building and its needs. One of the most important energy-saving and costly investments the facility has is the air handling units. Their preventive maintenance program is set up through our proprietary SMG Maintenance program. The system alerts the technical staff to perform necessary maintenance on each unit within a designated time frame. On the following pages you will find detailed information on this valuable system.

The entire staff at the facility is cognizant of the facility's needs as well. Each staff member has the authority to submit a work order request through the Operations Manager. Whether it is a small or large task, an employee details the need for repair along with location. The direction of the task is then determined by the urgency and details. Once the task has been completed the responsible employee will complete the work order request by signing his/her name and returning it to the Director of Operations.

A PROACTIVE APPROACH TO FACILITY AND ASSET MAINTENANCE

As technology has advanced during the years, it was clear that we could make use of many resources – including each other – in developing a system that works. We take our role in managing your capital equipment and facility as seriously as our fiduciary role in handling your finances. As such, we developed an entire online world that connects our corporate and property level operations teams with more than you could ever need. Read on to learn about our web-based preventive maintenance program, and to meet the key player in this function, a faceless genius named OSCAR!

OSCAR – OPERATIONS SUPPORT THROUGH COMMUNICATIONS AND RESOURCES

The platform we have developed to facilitate dissemination of our knowledge base is our internal, proprietary OSCAR program (Operations Support through Communications and Resources). This website is designed to be constantly revised, modified and adapted to meet the ever-changing needs of our venues.

Using the wealth of knowledge and resources available only to SMG, OSCAR offers the industry's deepest base of resources for venue operators. OSCAR disseminates clear guidelines for operations, delivers preferred goods and services to SMG venues and responds to the needs of those venues. Communicating through OSCAR is the second core component of SMG's operations program.



Here all SMG-produced Best Practices reside

along with cut sheets, vendor-provided product information, sample templates, contracts, etc. that all provide direction to the individual venues on how to enact these vital processes.

FACILITY MAINTENANCE THROUGH ALTUM

Through the implementation of ALTUM, SMG's preventive maintenance software, the operation of the facility equipment and plant systems will continue to be maintained at the highest standards. Each department (electrical, plumbing, HVAC, etc.) is responsible for providing a summary of all preventive maintenance tasks completed within a monthly cycle. These summaries include both completed and noncompleted tasks or work orders which are then compiled into a Monthly Maintenance Report. Copies of the report are distributed to the General Manager and Director of Operations.

SMG'S CUSTOMIZED CMMS FOR ASSET PROTECTION

MEASUREMENT AND ACCOUNTABILITY ARE INTRINSIC TO SMG OPERATING STANDARDS. WHETHER USING TECHNOLOGICAL TOOLS SUCH AS SMG'S PROPRIETARY COMPUTERIZED MAINTENANCE MANAGEMENT PROGRAM OR PHYSICAL VENUE AUDITS BY REGIONAL OPERATIONS PERSONNEL, COMPLIANCE IS TRUSTED BUT VERIFIED. SMG WORKED FOR SEVERAL YEARS WITH A LEADING SOFTWARE FIRM TO DEVELOP ALTUM, THE ONLY PROGRAM OF ITS KIND IN OUR INDUSTRY.

ALTUM OFFERS THE BEST REAL TIME PREVENTATIVE MAINTENANCE AND WORK ORDER TRACKING PROGRAM AVAILABLE. IT IS 100% CUSTOMIZABLE NOT ONLY TO THE SPECIALIZED EQUIPMENT IN SPORTS, ENTERTAINMENT AND PUBLIC ASSEMBLY FACILITIES BUT ALSO AROUND THE UNPREDICTABLE SCHEDULES BY WHICH THESE VENUES OPERATE. THROUGH THE IMPLEMENTATION OF ALTUM, SMG'S SOFTWARE, THE OPERATION OF THE VENUE EQUIPMENT AND PLANT SYSTEMS WILL CONTINUE TO BE MAINTAINED AT THE HIGHEST STANDARDS.

CAPITAL REPLACEMENT & IMPROVEMENT

SMG's Capital Improvement Program (CIP) provides a long-range assessment of a facility's infrastructure needs to allow it to remain safe, code compliant and competitive. SMG employs a 30-year horizon when reviewing capital improvement needs at a facility in order to prioritize projects and develop implementation plans and budgets. Our planning efforts include:

- » Capital repair and replacement schedule, forecasting the life expectancy of the building and its components and the cost associated with replacement.
- » Capital improvement schedule to anticipate the cost of major upgrades and improvements to the facility.
- » Comprehensive list of funding sources.

SMG uses the following criteria when developing a recommended capital plan:

CAPITAL REPAIR & REPLACEMENT

Projects based on functional needs of the facility, and on the basis of the life expectancy of all major building systems, furnishings, and equipment along with the corresponding future replacement cost. These projects are then then prioritized, shortest life expectancy to longest, and then serve as the budgetary tool for future capital replacement fund planning.

CAPITAL IMPROVEMENT SCHEDULE

Short and long-term capital improvement projects that anticipates major upgrades and improvement necessary to enhance the marketability, competitiveness and attractiveness of the facility for the forecast period. Inherent to the CIP schedule is the evaluation of the incremental financial impact of each improvement project. The calculation of a project's return on investment (ROI) is important to understanding the viability of each anticipated upgrade or improvement and serves as a tool for decision making when weighing funding options.

SMG performs these analyses across a number of other comparable facilities and use our knowledge and experience in developing our recommendations.

DISPOSAL OF ASSETS

Once equipment or assets have reached the end of their useful life, SMG ensure that the City's procedures for disposition of equipment are followed. Where deemed appropriate by the City, SMG will undertake the sale or transfer of used assets.

CAPITAL FUNDING REQUEST

A 5 year, rolling Capital Improvement Program is maintained for the BCC allowing our team and the City to plan for future needs and expenditures. The list is reviewed annually with the City's public works and facilities departments and presented to the City Manager for review.

Proposed funding sources for each project along with a justification and ROI analysis, etc. are provided.

Approved projects are included in the SMG work plan for the year. The projects are bid and administered by the SMG Branson team following appropriate procurement processes and compliance with code and other statutory requirements.

SMG HAS DEVELOPED GUIDING PRINCIPLES THAT ARE APPLIED DURING THE CAPITAL IMPROVEMENT AND REPLACEMENT PLANNING PROCESS, AND PROJECTS ARE PRIORITIZED ON THE BASIS OF THE FOLLOWING:

- » **Life Safety / Code / ADA Equipment directly or indirectly related to the safety of employees, owners, and the public. The security of the venue or equipment used by venue must be operated and/or maintained in compliance with local, state and federal laws and guidelines**
- » **Maintenance equipment used continually to maintain the venue and enhance the appearance and venue operations**
- » **Equipment Replacement, Equipment which will become outdated, irrelevant, worn beyond repair, or unsafe during expected longevity**
- » **Contractual equipment purchased and/or used under contractual agreements with owner, tenants, and other stakeholders**
- » **Cost Savings, equipment used by the venue which acts in an expense reduction manner with regard to energy, insurance, maintenance, and personnel costs**
- » **Revenue Enhancing, equipment which improves and maintains operation while increasing revenue base through patron expenditure and venue savings**
- » **General, other equipment not covered above**

2.H.

PROVIDE SUPERIOR SERVICES TO USERS OF THE BCC AND PATRONS AND VISITORS ATTENDING EVENTS, THEREBY MAXIMIZING CUSTOMER SATISFACTION AS EXHIBITED BY AN INDUSTRY-WIDE POSITIVE IMAGE OF THE BCC, AND MAXIMIZING RE-BOOKINGS.

Promises Made. Promises Kept.

Please rate your Sales/Event Contact at the Branson Convention Center for the Following:

- A) Knowledgeable: EXCELLENT
- B) Responsiveness: EXCELLENT
- C) Professionalism: EXCELLENT
- D) Readily Accessible: EXCELLENT
- F) Clarity of Information: EXCELLENT

Not a bad start to a survey!

How about:

- » Customer service scores exceeding 90% in sales, events and overall satisfaction.
- » Repeat guests seeing the same staff year after year welcoming them back to Branson!
- » Knowledgeable, friendly and dedicated staff members onsite to make all events go well.
- » SMG's Customer K'nekt program has been a huge part of the culture of our great facility. Training courses that focuses on Customer Service, Leadership, Sales, Event Management, Culinary and Social Media are just some the tremendous tools available to our staff.

Don't take our word for it!

Letter after letter from clients over the past five years outlining their experience should help make the right choice when deciding on who your next convention center manager should be!

SMG is unequalled in the field of public-assembly facility management, and we bring our knowledge and expertise into every element of facility management. The first requirement of managing a public-assembly facility is building a knowledgeable, dedicated management staff. SMG has specialist department heads responsible for overseeing all operating functions. We make a comprehensive effort to hire and place management personnel based upon their talents and the needs of the facility.

We see to it that our staff is given all the training and tools necessary for success. Finally, we take every measure to ensure the satisfaction of the facility's patrons. SMG is poised and ready, with 78 convention centers in our network able to provide expertise in virtually any area needed. In many instances, we are able to bring in Event Managers who have worked with rotational convention, corporate, or tradeshow events in our other venues, providing a level of confidence and comfort for our users unmatched in the industry. From major associations to the Super Bowl, SMG has the ability to provide the highest level of service to any and all show organizers at the Center.

Don't take our word for it. Please see the enclosed letters of support from current users of the Branson Convention Center. Customer service scores consistently exceed 90%.



"I was a member of the Branson Convention Center team when the transition from the convention center being managed by Hilton Worldwide to being managed by SMG. During the transition nerves were on edge by all team members. We were unsure what the new company, SMG, would be like to work with and for. I can honestly say SMG made all of us feel welcomed and appreciated. They worked with us to feel comfortable and at ease with the transition and new management. Being part of the events team that has one on one communications with our guests, I was very concerned with our clients and how this transition might impact their events. Clients during the transition also reached out with concerns of how the transition would impact their event. The SMG management team reassured me and worked with me and our team to make sure the clients did not experience any negative impacts from the transition. My clients were very appreciative of this smooth transition and the continued success their events have been under the SMG management company. I hope to continue my employment with SMG and the amazing team we have here at the Branson Convention Center. As I mentioned previously, change is always scary. My thoughts are "if it isn't broken, you don't need to fix it." I believe SMG is a great steward for the City of Branson, the Citizens of Branson and the team members of the Branson Convention Center."

**LeAnne Scheele,
Senior Event Manager**



CUSTOMER SERVICE TRAINING

The SMG story begins by recognizing that there is a purpose to our work, not simply tasks to be performed. The first training program in the k'nekt portfolio is meant for all new-hires and temporary employees. It is a cutting-edge training video explaining the company's philosophy. Each of SMG's core beliefs are explored in a way that the individual employee understands how he or she is part of the success of the company. By the end of the video, employees understand that at SMG:

- » **We Entertain** our guests by acting as a host of events and ensuring that each and every guest has a positive experience.
- » **We Amaze** our patrons by going above and beyond to really WOW them. Satisfied guests aren't good enough. . . we want to amaze them.
- » **We k'nekt** when we focus on our purpose and our core beliefs. We "k'nekt" with our customers to build loyalty and ultimately success for all.

SMG K'NEKT TRAINING

SMG BELIEVES IN DEVELOPING OUR EMPLOYEES AND PROVIDING TRAINING THAT IS RELEVANT TO BOTH THEIR WORK AND PERSONAL LIVES. THAT'S WHY WE DEVELOPED A SERIES OF PROGRAMS AND RESOURCES DEDICATED TO TRAINING, DEVELOPING, AND OBSERVING OUR EMPLOYEES, ENSURING OUR CUSTOMERS AND THEIR PATRONS ENJOY THE BEST EXPERIENCE POSSIBLE.

OUR K'NEKT TRAINING PROGRAM CONSISTENTLY INCREASES PERFORMANCE AND IS DESIGNED TO IMPROVE:

- » **Formal customer service training**
- » **Sales training i, ii, iii**
- » **Event management**
- » **Leadership**
- » **CVB/DMO training**

k'nekt™
SMG

the COME

FORMAL CUSTOMER SERVICE TRAINING

Once employees have been trained in their specific job, they are encouraged to attend the half-day, interactive program further exploring the skills of customer service. A blend of live and virtual facilitator training is tailored specifically for each individual facility. Our employees engage because they see relevancy. We show them how the skills they learn have application in their personal lives as well as their business lives. The skills taught include the following:

- » What you give out you get back, so appropriately presenting yourself is critical to the success of any interaction – at work or in our personal lives
- » Managing unusual or unpleasant situations can lead to positive outcomes when it is done properly and with the right frame of mind
- » Working in a safe and productive environment is an SMG expectation. All employees are expected to comply
- » Each facility has unique attributes and those are highlighted and shared with all the employees
- » Everyday there is an opportunity for employees to be sensational, even with the little things. Little things make a big difference and contribute to our success

ORIENTATION TO OUR CUSTOMER SERVICE

- » **We Engage** our customers by making a great first impression through our body language and facial expressions.
- » **We Celebrate** our affiliation with the SMG team by presenting ourselves and wearing our uniform with pride.

The entire Branson staff completed customer service training in 2018

2.1.

DEVELOP AND OVERSEE A CUSTOMER FRIENDLY, COST EFFICIENT LABOR WORKFORCE.

Promises Made. Promises Kept.

SMG has continually focused on having the best staff in the state of Missouri and beyond! Scoring "Excellent or Very Good" on one of our surveys is tremendous feedback and something we take seriously when tracking a group's experience. Developing, training and nurturing of our highly skilled workforce has helped to produce the best overall results, all while providing the highest level of customer service and achieving desired financial results.

But what is truly special about The Branson Convention Center is its staff...

"From the GM to the event staff, everyone is amazing and a huge part in making our convention so successful and the reason our members ask to go back year after year."

Michelle Walters,
MO Healthcare Association, Director of Education, Meetings & Events.

"We have come to know and trust the SMG Branson staff as family."

Greg Massey, Stage One,
Owner & Executive Director

"I would like to take this opportunity to thank you and your staff for the great service provided during the past several years. The care and attention to detail we experience each year have been appreciated by us and enjoyed by our members."

Mark Woodson, Associated Electric Cooperative,
Senior Manager, Member Services and Economic Development

Staff=Family!

Section 2: The City's Goals and Objectives and Supporting Detail Regarding SMG's Ability To Meet Them

SMG places significant emphasis on developing and maintaining a professional staff and operating approach. Our operating plans have six main goals:

- » Enhance the operation, appearance and reputation of the facility
- » Develop and nurture a highly-skilled workforce
- » Use its resources as efficiently as possible while adopting and maintaining tight cost control
- » Extend the life span of the materials and equipment
- » Provide highest levels of customer service
- » Achieve desired financial results of the client

Our on-site management team is involved in all aspects of the facility's events including planning and coordination of services and technical requirements. This will include, but not necessarily be limited to:

- » Coordination and oversight of subcontractors and show labor
- » Event set up and teardown
- » Utility service delivery and collection
- » Temporary event staffing
- » Security and crowd management
- » Event settlement

Additionally we conduct:

- » Regular finance reviews and procedural updates
- » Box office standards and procedures training
- » Annual and periodic audit review
- » Advanced computer and management system training
- » National sales meetings
- » Smart Maintenance
- » SMG "k'nekt" Customer Service Training, "k'nekt" Sales Training
- » Human Resources Training for Managers and Supervisors
- » Webinars for administrative support staff

"FROM THE GM TO THE EVENT STAFF, EVERYONE IS AMAZING AND A HUGE PART IN MAKING OUR CONVENTION SO SUCCESSFUL AND THE REASON OUR MEMBERS ASK TO GO BACK YEAR AFTER YEAR."

MICHELLE WALTERS
MHCA DIRECTOR OF EDUCATION, MEETINGS &
EVENTS



"I have been with SMG and the Branson Convention Center since April 2015; it has been a pleasure to work for a company that values its employees as well as - and as much as - the businesses and clients that come to our facility and entrust us with their events. Under the mentorship and guidance from Marc Mulherin and our department directors - our team members, both individually and as a whole - excel in their positions to ensure our clients leave with their expectations beyond exceeded."

Chi-Anna Johnson,
Executive Administrative Assistant

2.J.

MAXIMIZE THE ECONOMIC IMPACT TO THE COMMUNITY, REGION, AND STATE (VIA THE ACCOMMODATION OF NON-LOCAL EVENTS, TRADE SHOWS, CONFERENCES AND MEETINGS) AND OVERALL UTILIZATION OF THE FACILITY, WHILE FOCUSING ON MINIMIZING THE ANNUAL OPERATING COST FOR THE BCC.

Promises Made. Promises Kept.

Maximizing the economic impact for the Branson Convention Center started on April 1, 2014 (Transition Day). Upon transition, it only took a few short months to realize maximizing the venue with events was not a priority nor was minimizing the annual operating cost of the BCC.

During the course of the five years SMG has managed the Branson Convention Center, certain things have changed, such as making sure we are maximizing the event venue space for all types of events and not just hotel-specific events. Newly created events like "The FC Legacy Branson Futsal Shootout Soccer Tournament" in January and "Branson Market Days" in both May and November have helped the city fill "need" dates and also bring attendees and guests to town during slow times of the year.

Minimizing overall cost of the facility also was reviewed by SMG early on to find ways to reduce cost while still offering our guests the best event possible. We looked for ways to maximize attendee experience for events while taking back space from clients that was not being used so any unnecessary expenses wouldn't impact the client or center in a negative way. Overall it has been a truly good relationship balancing both of these items and making sure the venue operates at the highest level possible.

SMG's entire history is founded on this approach to maximizing the operation. Throughout this proposal, we highlight not just a philosophy, or an approach, but a plan. A plan in all functional areas that – by all accounts – is "outside the box" versus any other firm in our industry. Highlights include:

- » The industry's first unified approach to management of both operations and foodservice;
- » A consolidated financial proposal that immediately yields a major deficit reduction to the Board of Managers;
- » An incentive plan that focuses incentives on your goals, not ours;
- » A proven alliance, the Branson Alliance, that formalizes our local partnerships;
- » Commitments to local businesses and suppliers offered not as a token, but as our modus operandi in all markets;
- » A detailed marketing plan with regional and national support to help the local team deliver more;
- » A regional and national brand that is targeted by meeting, convention and performing arts clients;
- » Employee development builds loyalty and translates to retention;
- » Community involvement which engenders good feelings;
- » And so much more – all contained in this proposal, and substantiated by clients from Evansville to Peoria to Chicago and beyond.



"Working at the Branson Convention Center during the past seven years has been a real pleasure for me.

After the transition from the prior management company to SMG, I have experienced a great deal of positive changes. Some of the examples from the SMG/SAVOR's culinary team are the client's positive feedback on our improved food quality and presentation and the ability to accommodate almost any client's request for special dietary needs or custom menus. Food cost and overall efficiency of the whole culinary operation has improved for the better with undeniably lower percentages on not only cost but land fill waste as well. Readily available tools, support and feedback from the SMG team is always present and a great deal of career growth for my team and myself personally has taken place over the last five years."

**Matt Dunlap,
Executive Chef**

"OVER THE LAST 5 YEARS THEY HAVE GREATLY IMPROVED ALL ASPECTS OF THE CONVENTION CENTER. THEY HAVE INCREASED SALES AND MEETINGS WHILE AT THE SAME TIME DRASTICALLY REDUCED EXPENSES.

**MICHAEL COMBS, PRESIDENT
COMBS HOSPITALITY, INC.**

2.K.

ACHIEVE THE GREATEST POSSIBLE PROFITABILITY, CONSISTENT WITH OTHER CITY OBJECTIVES INCLUDING THE PRIMARY BUSINESS GOAL OF THE FACILITY WHICH IS TO INCREASE INCREMENTAL ROOM NIGHTS AND THUS CITY REVENUES.

Promises Made. Promises Kept.

Looking back at objective 2.J, SMG has truly taken a hard look at achieving the successes for the convention center and hotel partners. Increased activity in the convention center, reduced cost of convention center expenses as well as increasing hotel room occupancy over five years at the Hiltons of Branson hotels has shown this model to be working for all partners involved.

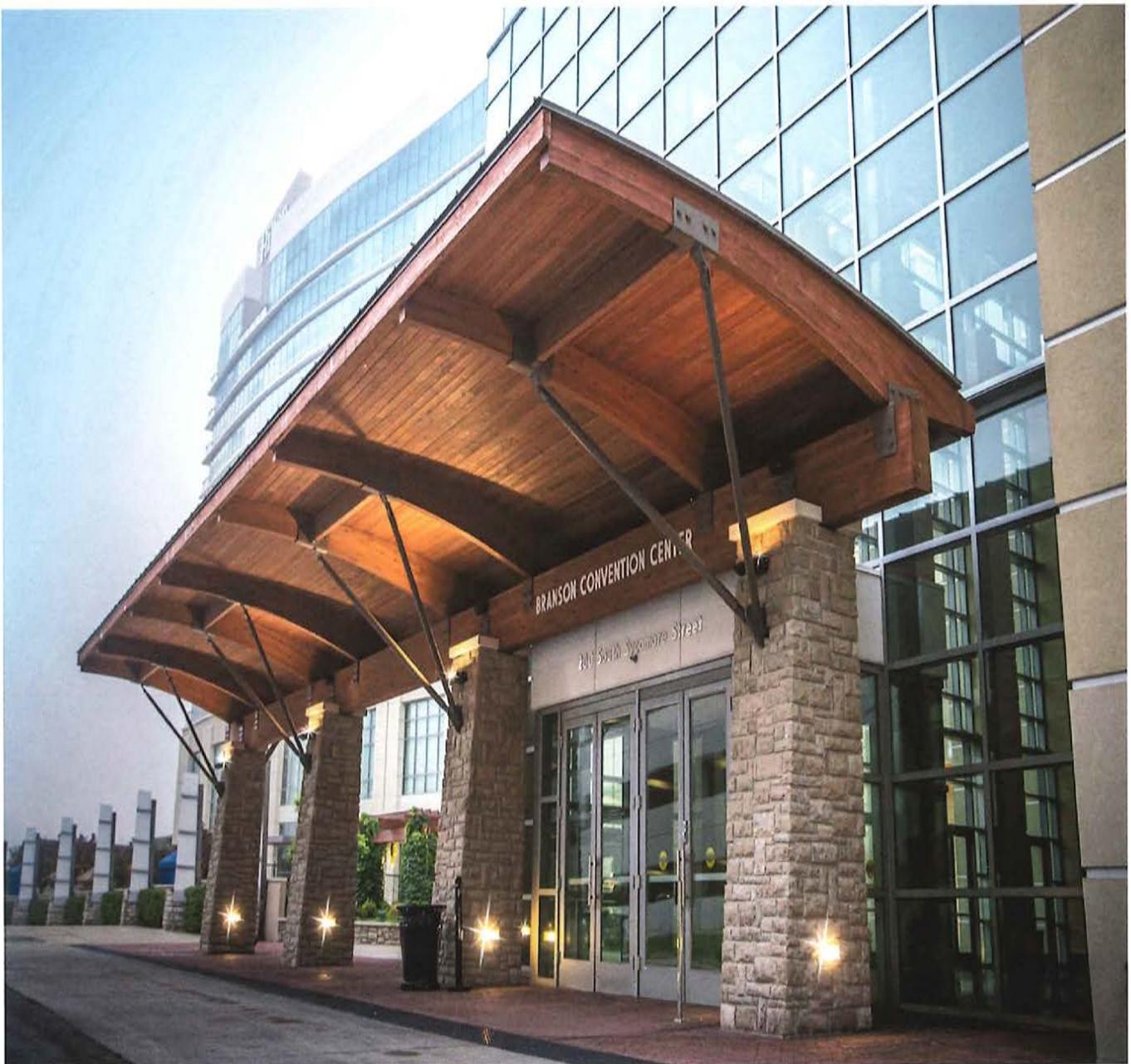
Hilton Hotels of Branson Group Room Occupancy:

- » 2015: 29,325
- » 2016: 38,907
- » 2017: 43,161
- » 2018: 44,261

The model is working! Why? Having a committed partner like SMG separately managing the convention center has made the BCC Operation a transparent process for all parties involved.

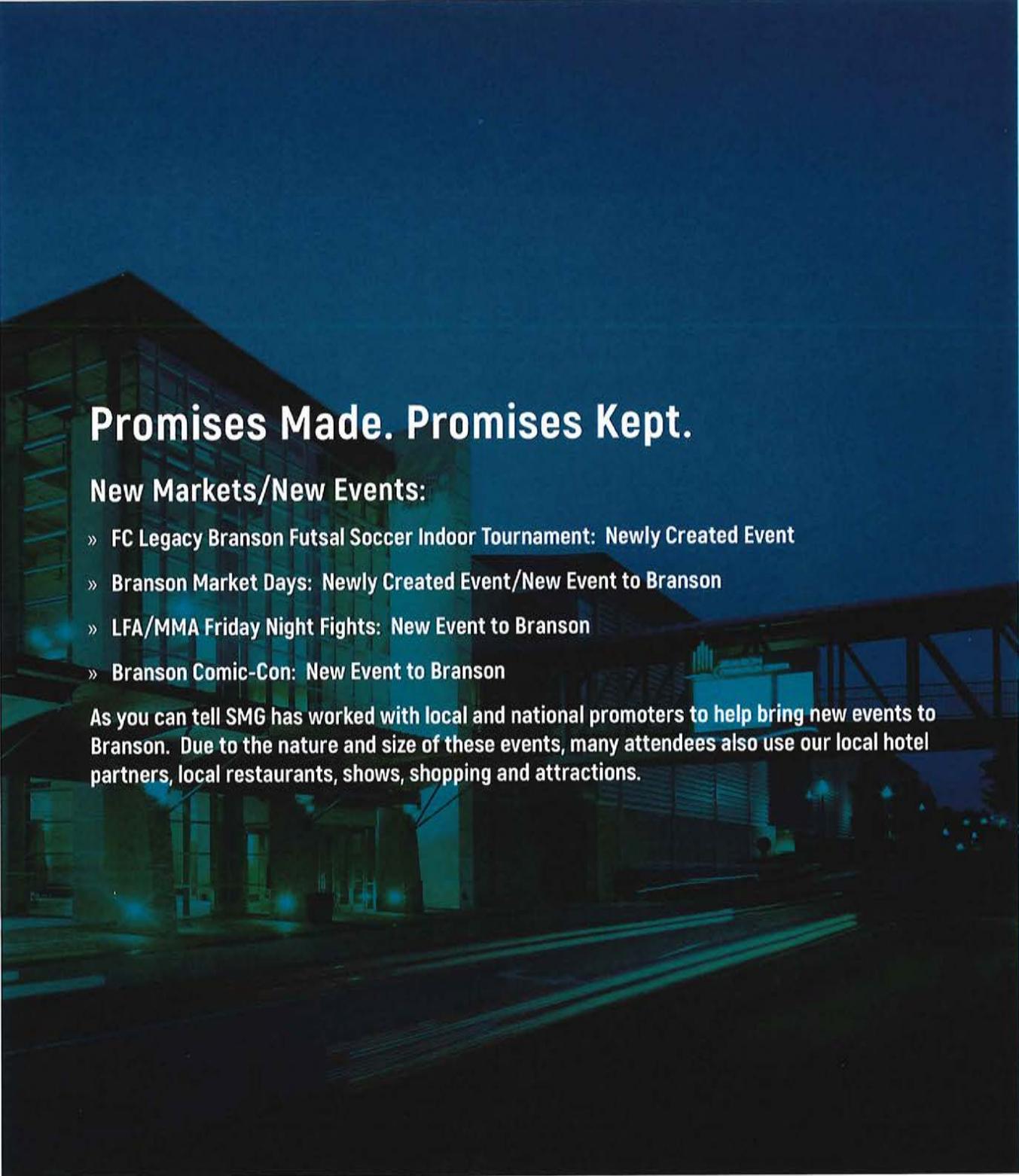
Section 2: The City's Goals and Objectives and Supporting Detail Regarding SMG's Ability To Meet Them

As indicated in the response to 2.j., the maximization of convention center occupancy and achieving the greatest possible profitability can go hand in glove. However, for many state and national associations, profitability is sometimes sacrificed for utilization and overall economic impact. We will work with the City of Branson to develop an approach to these events and determine the level of tolerance the City has for sacrificing profitability in exchange for maximizing economic impact through hotel and sales tax revenues. Seeing pedestrian traffic downtown is often the best indicator that we are doing our jobs.



2.L.

DEVELOP AND IMPLEMENT INITIATIVES TO PENETRATE NEW MARKETS, ATTRACT NEW EVENTS AND PROMOTE THE BCC TO ENHANCE USAGE OF THE CONVENTION CENTER AND TO INCREASE LOCAL AND NEARBY HOTEL AND MOTEL OCCUPANCY.



Promises Made. Promises Kept.

New Markets/New Events:

- » FC Legacy Branson Futsal Soccer Indoor Tournament: Newly Created Event
- » Branson Market Days: Newly Created Event/New Event to Branson
- » LFA/MMA Friday Night Fights: New Event to Branson
- » Branson Comic-Con: New Event to Branson

As you can tell SMG has worked with local and national promoters to help bring new events to Branson. Due to the nature and size of these events, many attendees also use our local hotel partners, local restaurants, shows, shopping and attractions.

Marketing and promoting a facility doesn't just happen on a local level, but on a national level as well. That is where SMG's broad base of experienced personnel and extensive communication network really come into play. We know venues, audiences, industries, and we know marketing. The other thing we know how to do is bring all that experience together and make it work locally.

SMG's corporate and regional offices will provide added value to the Facility and the region in a variety of ways. This response details corporate driven strategies and new booking techniques designed to supplement and enhance the on-site sales and marketing approach. Features of SMG's corporate programs include specifically how the corporate office generates or initiates:

- » New, qualified convention and association business leads to pursue.
- » Utilize corporate contacts and sister facilities to uncover and target touring show opportunities.
- » Media placements as part of the SMG National Advertising Program

A DRAFT MARKETING PLAN HAS BEEN PROVIDED EARLIER IN THIS RFP FOR YOUR REVIEW.



Branson Convention Center (BCC)

BRANSON, MISSOURI

Sales and Marketing Plan

prepared by



"I have worked for SMG at the Branson Convention Center for a year and half now. Things operate much smoother, the building is well maintained, and overall employee morale is much better than the previous non-SMG property I was at prior to coming here. It is nice to work at a place where people take pride in what they do and the company takes pride in them."

**Tori Santos,
Catering & Sales Manager**

2.M.

WORK COOPERATIVELY WITH LOCAL ORGANIZATIONS TO ATTRACT CITYWIDE EVENTS INCLUDING NATIONAL/INTERNATIONAL EVENTS, TRADE SHOWS AND MEETINGS TO THE BCC.

Promises Made. Promises Kept.

Alliance: A union or association formed for mutual benefit, especially between countries or organizations.

SMG has established tremendous working relationships within the market to help bring new business to the local market.

Some of these relationships created between SMG and the community to help attract new events are:

- » Meetings and Conventions Group/CVB
- » Sports Marketing Group/CVB
- » BLALA: Branson Lakes Area Lodging Association
- » Branson Arts Council
- » "Five in Five": CVB-sponsored new generating business focus group.

These relationships have created a tremendous network within the Branson community to help attract larger city wide business for Branson. The goal is to continue to work within these organizations to help better Branson for all meetings and conventions.

ATTRACTING EVENTS

SMG supports and enhances the efforts of our clients and the local CVBs and Chambers of Commerce to attract and market meetings, conferences, trade shows, competitive events, and special events/festivals for the venue and the community. SMG has a track record of success in attracting world-class events, partnering with other clients in similar markets and venues. We provide the CVB with access to resources and opportunities unmatched by any other firm. This includes lead generation, telemarketing and sales programs, promotional exposure opportunities and existing client relationships.

Our immediate focus will be to expand on the "Branson Alliance." It is a formalized method – secured through a memorandum of understanding – to bring together the convention center, convention hotel(s), CVB and city to focus on growing the business.

THE BRANSON ALLIANCE – THE MODEL FOR MARKETING THE PACKAGE

Our experience in the convention industry has shown us the competitive nature of the marketplace, the importance of a cohesive approach to the meeting planner and attendee, and the need for coordination of goals and approaches. SMG has partnered with the CVB and the Hotelier in development of a comprehensive sales and marketing program that recognizes these critical areas.

CREATE A NEW MODEL FOR THE COOPERATIVE MARKETING OF A DESTINATION AND CONVENTION FACILITY.

Most markets historically followed the traditional model of CVB/Convention Center/Hospitality Community relationships where the parties act independently of each other as a loose coalition with similar goals but limited investment in the overall joint goals of the city at large. This system has, at its root, a series of talented professional teams working largely independently of each other and producing what each feels is their mission. While this system can be successful in producing some results, the growth in opportunity for the Branson market demands a newer approach.

For Branson, our results have shown that the optimum approach is to transcend traditional relationships to form a powerful Strategic Alliance that assures our collective future success in economic development through convention bookings. To achieve that goal for the city, we adopted our Alliance Program, which we have branded for future community convention development as "The Branson Alliance."

In our opinion, a strategic alliance is a serious business relationship that is built upon mutual trust, ideology, business need and opportunity. Only a few business relationships can actually be classified as genuine. This strategic alliance has been fostered through an agreement to leverage resources for the greater collective good of the community – in this case, the CVB.

WHAT IT DELIVERS - HOW IT WORKS.

In most communities, their destination industry agencies and components focus primarily on their own requirements and deliverables -- and are not necessarily vested in the interests of other supportive partners. Through the Branson Alliance, there is a community commitment, fostered by the CVB with these principal benefits:

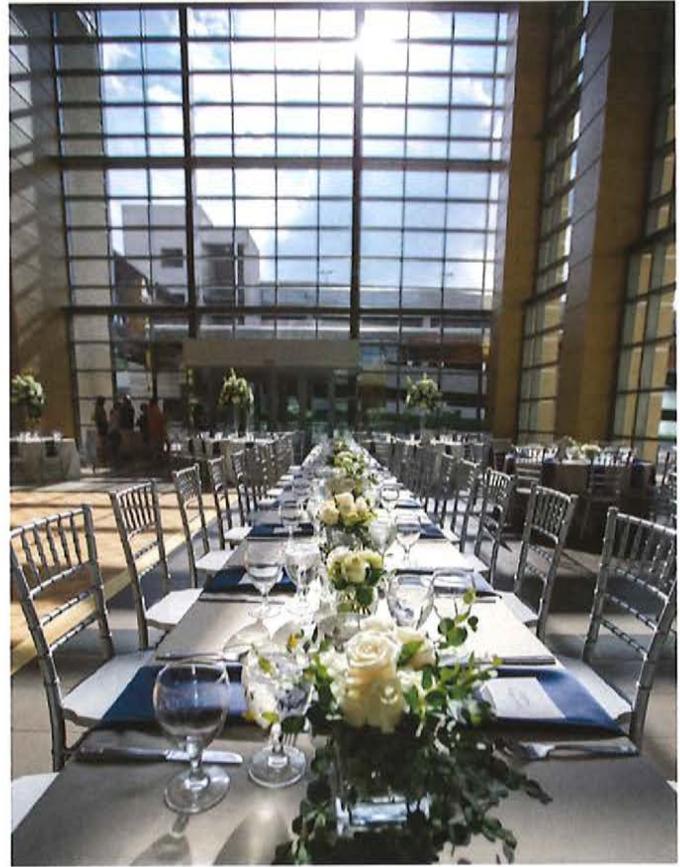
- » A joint commitment to hierarchy of goals— Participants commit to support the delivery of other alliance member goals as well as their own.
- » A truly seamless Team-Sell approach—delivered through a new comprehensive marketing agreement of Alliance members. In this way, we will think of the Branson sales team as one comprehensive team, comprised of the various sales team resources of the CVB, the convention center, and convention block hotels.
- » "One sight, one sound, one sell"—A clearly defined set of branded, priority customer communications messages for everyone to employ; delivering a brand program for the community to rally around and support.

- » "Team Branson"—an enhanced service team that follows up on the team-sell approach with prescribed mutual training and evaluative processes to measure and produce even greater success.

KEY PARTICIPANTS IN THE BRANSON ALLIANCE.

The overall policy direction is provided by both the CVB and SMG. The lead contact for convention sales and service is the CVB, supported by SMG, the Hilton Hotel, along with other participants – and the Branson Alliance has become a branded program that is prominently noted in all participant communications, on their websites and other collateral. The extended Branson Alliance Team of facility management, hotel participants and other important partners required by the client is ever-present with the CVB for sales calls, familiarization programs and other related marketing needs.

Details of our Branson Alliance can be found within our draft marketing plan.



2.N.

WITH THE ASSISTANCE OF THE CITY, PROCURE AND NEGOTIATE VARIOUS CONTRACTS AND AGREEMENTS INVOLVING FACILITIES, PRODUCTS AND SERVICES RELATED TO THE BCC.

Promises Made. Promises Kept.

Both the SMG team at the Branson Convention Center and the City of Branson Teams have partnered on various items and agreements over the years to help maximize our purchasing power.

One in particular is our IT Department relationships. Our goal is to make sure we have similar framework with all of our IT needs. When it comes to IT equipment, safety measures and more our teams have worked well together to create a safe working IT environment for the City of Branson and the Branson Convention Center.

Think of resources of 78 other convention centers (and 248 public venues). We offer immediate benefits ranging from master service and procurement agreements to best practices and procedures that all focus on preserving your asset and your back account. For example, our master service agreements with companies like Kone and Schindler provide pricing based on our global inventory of elevators and escalators. Our favored nation pricing has been applied to the BCC. As we develop more of these partnerships, we will expand this concept to specialized industry goods and services ranging from advertising and trade show participation to furniture, fixtures and equipment needed during the life of a facility.

No other facility management firm has the depth and breadth of venues that can leverage relationships and contracts in such an impactful way.



"Working under the leadership of SMG Management has quite possibly, been one of the most rewarding experiences in my career. SMG's commitment to excellence and corporate responsibility is only matched by its commitment to its people."

**Jacob Lawrence,
Purchasing Manager**

Map out your future with SMG!

To inquire about any of all SMG-managed Convention Centers contact:
Gregg Caren at 1-866-BOOK-SMG (866-266-5764) or gcaren@smgworld.com
www.smgworld.com

78 Convention & Event Venues

SMG **1** Number To Call **866.BOOK.SMG**

One click. One Call. SMG. Where do you want to show today? To inquire about any or all SMG-managed Convention Centers contact:
Gregg Caren
Executive Vice President
1-866-BOOK-SMG (866-266-5764)
gcaren@smgworld.com

Shopping for almost anything is either one click or one call away. In the world of conventions, exhibitions and special events, how can you effectively shop for convention centers and destinations with only one click or call? The answer is simple. The answer is SMG. With exhibition venues in the United States, Canada, the Caribbean, and China, we can shorten the site selection process from months to days, or even hours.

Managing 10 of the Top 40 Venues in North America



Convention Center Clients

Client Name	Location	Year Opened	Client Name	Location	Year Opened	Client Name	Location	Year Opened
Shenzhen World Exhibition & Conv. Ctr	Shenzhen, China	2000	Brooks Island Convention Center	Providence, RI	100,000	McGinnick Place	Chicago, IL	2,670,000
IFM Center	Houston, TX	1,484,000	Frisco Convention Center	Frisco, TX	96,000	Francisco Centre	San Francisco, CA	1,484,000
Maneena Center	San Francisco, CA	742,000	Shenoy Convention Center	Shenoy, LA	95,000	Maneena Center	San Francisco, CA	742,000
Cobo Center	Detroit, MI	722,000	El Paso Convention Center	El Paso, TX	80,000	Greater Columbus Convention Center	Columbus, OH	426,000
Pennsylvania Convention Center	Philadelphia, PA	879,000	Prine F. Olson III Convention Center	Jacksonville, FL	76,500	Greater Columbus Convention Center	Columbus, OH	426,000
Coronado Convention Center	San Diego, CA	554,000	Montego Bay Convention Centre	Montego Bay, Jamaica	77,000	Greater Columbus Convention Center	Columbus, OH	426,000
Salt Palace Convention Center	Salt Lake City, UT	515,000	American Bank Center Convention Ctr	Charlotte, NC	70,000	Greater Columbus Convention Center	Columbus, OH	426,000
Greater Columbus Convention Center	Columbus, OH	426,000	Seaside Convention Centre	Seaside, CA	75,000	Greater Columbus Convention Center	Columbus, OH	426,000
Reno-Sparks Convention Center	Reno, NV	350,000	Denaina Civic and Convention Center	Anchorage, AK	74,400	Greater Columbus Convention Center	Columbus, OH	426,000
Greenville Convention Center	Greenville, SC	358,000	Wildwood Convention Center	Wildwood, NJ	73,000	Greater Columbus Convention Center	Columbus, OH	426,000
David L. Lawrence Convention Center	Pittsburgh, PA	313,850	Miami Convention and Conference Center	Miami, FL	72,000	Greater Columbus Convention Center	Columbus, OH	426,000
Mountain America Expo Center	Sandy, UT	243,000	Irving Convention Center	Irving, TX	70,000	Greater Columbus Convention Center	Columbus, OH	426,000
Huntington Convention Center	Cleveland, OH	225,000	Charles F. Dodge City Center	Pembroke Pines, FL	70,000	Greater Columbus Convention Center	Columbus, OH	426,000
Long Beach Convention Center	Long Beach, CA	224,000	Century Center	South Bend, IN	66,250	Greater Columbus Convention Center	Columbus, OH	426,000
Relay Place	Grand Rapids, MI	202,000	The Chrysler - Nicholas J. Piro Gov. Ctr.	Butte, MT	65,000	Greater Columbus Convention Center	Columbus, OH	426,000
Broward County Convention Center	Fort Lauderdale, FL	200,000	Madison Square Garden	New York, NY	61,000	Greater Columbus Convention Center	Columbus, OH	426,000
New Oklahoma City Convention Center	Oklahoma City, OK	200,000	Chickasaw Park and Exposition Center	Knoxville, TN	57,100	Greater Columbus Convention Center	Columbus, OH	426,000
Festival Hall at Navy Pier	Chicago, IL	170,000	Five Flags Center	Dallas, TX	57,000	Greater Columbus Convention Center	Columbus, OH	426,000
Albuquerque Convention Center	Albuquerque, NM	167,000	Sox Field Convention Center	Sioux Falls, SD	55,000	Greater Columbus Convention Center	Columbus, OH	426,000
Marriott Marquis Convention Ctr	New Orleans, LA	166,000	Albany Civic Center	Albany, NY	50,000	Greater Columbus Convention Center	Columbus, OH	426,000
State Farm Stadium	Gardena, AZ	160,000	Aberdeen Exhibition and Conference Centre	Aberdeen, Scotland	48,000	Greater Columbus Convention Center	Columbus, OH	426,000
Turner Convention Center	Tucson, AZ	145,000	Ooseba Heritage Park	Kosciuszko, MO	47,172	Greater Columbus Convention Center	Columbus, OH	426,000
US Bank Stadium	Minneapolis, MN	132,000	Branson Convention Center	Branson, MO	47,172	Greater Columbus Convention Center	Columbus, OH	426,000
Quintan Roo Convention Center	Charleston, SC	135,000	Manhattan Convention Center	Manhattan, NY	47,000	Greater Columbus Convention Center	Columbus, OH	426,000
Palm Springs Convention Center	Palm Springs, CA	130,600	Jayville Island Convention Center	Jayville, GA	45,200	Greater Columbus Convention Center	Columbus, OH	426,000
Jackson Convention Complex	Jackson, MS	128,000	William A. Egan Civic and Convention Ctr	Anchorage, AK	45,000	Greater Columbus Convention Center	Columbus, OH	426,000
Global Center for Health Innovation	Cleveland, OH	120,000	Florence Center	Florence, SC	44,500	Greater Columbus Convention Center	Columbus, OH	426,000
Knoxville Convention Center	Knoxville, TN	120,000	Beafield Center	Beafield, OH	44,500	Greater Columbus Convention Center	Columbus, OH	426,000
Florida Civic Center	Peoria, IL	110,000	The Hall at the Dow Event Center	Saginaw, MI	42,000	Greater Columbus Convention Center	Columbus, OH	426,000
Hampton Roads Convention Center	Hampton, VA	100,000	Wilmington Convention Center	Wilmington, NC	42,000	Greater Columbus Convention Center	Columbus, OH	426,000
Co Business Center	Turkey, OK	100,000	Ois National Events Plaza	Evansville, IN	38,000	Greater Columbus Convention Center	Columbus, OH	426,000
Cravens Center for Health Innovation	Blacksburg, VA	100,000	Pennsylvania State University	Pennsylvania State University, PA	36,000	Greater Columbus Convention Center	Columbus, OH	426,000
Cabarrus Arena & Events Center	Concord, NC	100,000	Lynwood Convention Center	Lynwood, WA	34,000	Greater Columbus Convention Center	Columbus, OH	426,000
CoX Convention Center	Owensboro, KY	100,000	Blue Water Convention Center	Port Huron, MI	34,000	Greater Columbus Convention Center	Columbus, OH	426,000
DCU Center Convention Center	Worcester, MA	100,000	Valdez Hall	Florida, FL	32,000	Greater Columbus Convention Center	Columbus, OH	426,000
Arthur R. Outlaw Mobile Convention Ctr	Mobile, AL	100,000	Charlotte Harbor Event & Conference Ctr	Florida, FL	20,000	Greater Columbus Convention Center	Columbus, OH	426,000
			Big Sandy Superior Arena & Convention Center	Huntington, WV	15,000	Greater Columbus Convention Center	Columbus, OH	426,000

2.0.

RESPOND TO THE EVER-CHANGING NEEDS OF THE COMMUNITY AND USERS OF THE FACILITY WITH RECOMMENDATIONS FOR EXPANSION, RENOVATIONS AND UPGRADES OF SERVICES.

Promises Made. Promises Kept.

Over the past five years SMG has been an integral part of the community. The goal of the team has been to continually find new ways to attract more conventions, meetings and events to the Branson community. During the past years we have participated in conversations on such topics as:

- » Expansion of the Convention Center - Exhibit Halls, Junior Ballroom and Meeting Rooms.
- » Additional Hotel for the downtown area.
- » New and improved flight service into the Branson airport.
- » Public transportation system for the Branson community.

We believe these items need to be continually reviewed to improve the current meetings and conventions offerings as well as helping us find new business to attract to the market.

CAPITAL IMPROVEMENTS, EXPANSION AND RENOVATION SUPPORT

SMG FACILITY DEVELOPMENT SERVICES

We have assembled an internal SMG team of qualified personnel that have subject-matter expertise in every aspect of facility design, construction and operations. In the event of any plans to expand or renovate the Branson Convention Center, our SMG team of experts will work closely with the City throughout the planning, design and construction phase of any proposed expansion of the Convention Center.



Michael Godoy, Vice President of Operations, Michael manages all pre-opening services for new construction and Renovated facilities. He has overseen the openings of major facilities,

including: BOK Center (Tulsa, OK), Joe Robbie Stadium (Miami, FL), and FedEx Field (Landover, MD). He has provided design review and consulted on operational, marketing, and event requirements, negotiated national contract pricing with vendors, developed pre-opening operations standards, and enhanced access to national contract pricing. Since 1999, he has provided pre-opening services for more 60 projects, surpassing \$7 billion in total construction costs.



Mohnie Mangat, Regional Director of Maintenance and Engineering, As the Director of Maintenance and Engineering at NRG Park, Mohnie utilizes his facility management experience from his time with SMG's

Lynnwood Convention Center (LCC). At the LCC, Mohnie participated in the final phases of construction, established the operations and maintenance protocols for the new venue, and managed operations of the facility. During this time, he became a part of the SMG operations team, given the task of developing the best practices for the company and implementing standardized practices throughout all the facilities. Most recently Mohnie led the \$15.1M FF&E program for U.S. Bank Stadium.



SMG CAN HELP WITH THE EVALUATION, PLANNING AND DEVELOPMENT OF ANY FUTURE PROPOSED CONVENTION CENTER EXPANSION. WE'VE CONSULTED ON MORE THAN A DOZEN SIMILAR PROJECTS IN THE LAST 5 YEARS

PROJECTS TOTALING MORE THAN
\$7 BILLION
IN NEW CONSTRUCTION,
RENOVATION, AND EXPANSION PROJECTS

27 FACILITIES
OPENED IN 10 YEARS

FACILITY DEVELOPMENT SERVICES

SMG's experience with new construction and facility expansions is unsurpassed in the industry. We are the only company with a dedicated corporate staff of pre-development and pre-opening specialists with substantial experience in this area. As an operator during this critical planning phase of a project, SMG will bridge an important gap between the architect, construction management firm, and the City to ensure that all of the critical operational aspects of the facility are in place prior to reopening the facility. The following is a general scope of services that SMG provides in connection with the design, planning, and construction of a facility's site and infrastructure.

DUE DILIGENCE AND KICK OFF

In this initial phase we work closely with the Owner's designated representative to establish a foundation for the project to move forward in a cost effective, efficient manner.

- » Establish roles and expectations
- » Collaborate to develop project schedule
- » Collaborate to establish project budget
- » Identify key stakeholders
- » Establish communication guidelines
- » Establish the format and content of our deliverable products
- » Discuss preliminary conceptual facility design and program, and associated infrastructure

FACILITY DESIGN AND PROGRAM REVIEW

Working closely with the City's representative, designers, engineers and planners, SMG will review the facility program and design to identify items that are critical to the operational and financial success of the facility.

- » Provide preliminary design review with a focus on areas relating to the operation, functionality and efficiency, with an emphasis on operating costs, facility utilization, tenant revenue generation, and fan experience.
- » Review facility program and assess the following categories, such as: site, modular seating, technology, event production, premium seating, and engineering.
- » Provide long-range (30 yr.) facility life cycle analysis
- » Establish a capital repair and replacement schedule forecasting life expectancy of the building components and cost of replacement

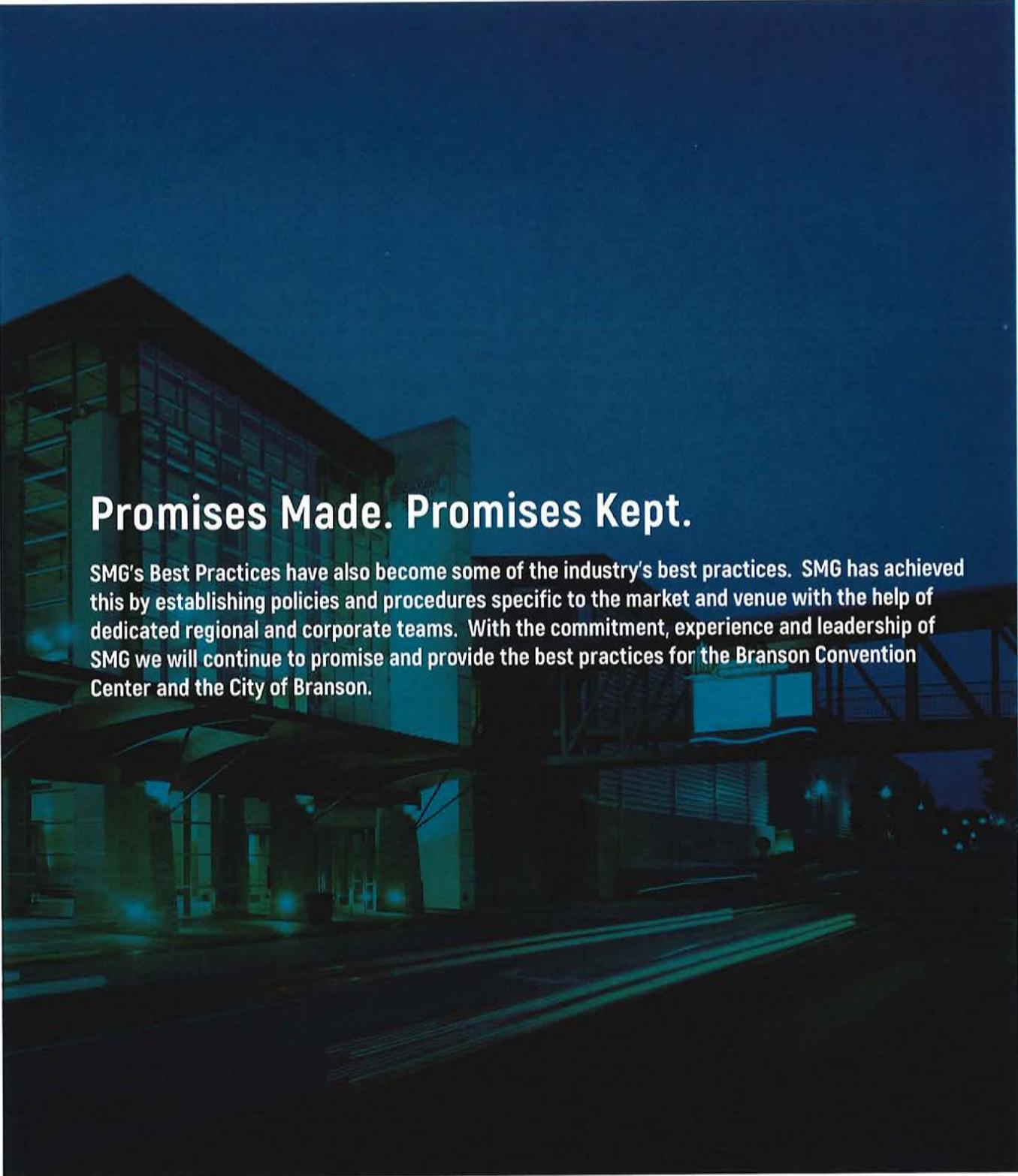
DEVELOP PRELIMINARY FINANCIAL PROJECTIONS

Create a five (5) year operating forecast that will include detailed schedules for operating revenues, expenses, labor costs, event types and ancillary revenue streams. The financial model will be based upon a set of key operating assumptions developed from market research and historical data.

- » Establish baseline operating assumptions using data obtained from the market analysis, along with data from other facilities currently operated by SMG
- » Develop five year operating pro-forma
- » Identify key operating revenue and expense categories
- » Identify facility services to be performed in-house vs. third party sub-contractors to either improve service, or reduce operating overhead (i.e. food service, cleaning, window cleaning, etc.)
- » Evaluate facility services, personnel or equipment that can be used in operations at the BCC to achieve efficiency and costs savings

2.P.

ACHIEVE ALL OBJECTIVES IN A PROFESSIONAL MANNER, CONSISTENT WITH BEST INDUSTRY PRACTICES AND ALL APPLICABLE LAWS AND ORDINANCES.



Promises Made. Promises Kept.

SMG's Best Practices have also become some of the industry's best practices. SMG has achieved this by establishing policies and procedures specific to the market and venue with the help of dedicated regional and corporate teams. With the commitment, experience and leadership of SMG we will continue to promise and provide the best practices for the Branson Convention Center and the City of Branson.

With no ego and much pride, we submit that our firm literally founded the industry that we now lead some 41 years later. The concept of "private management for public facilities" has driven a need to not only understand the laws and ordinances that govern what we do, but often times to help draft them based on our experiences in so many other municipalities. Our best practices are the industry's best practices, and our 93% retention rate in the last ten years is a testament to providing cities like Branson exactly what is needed.

SMG is the only private management firm of public assembly facilities to provide a professional asset management approach to day-to-day venue operations. SMG has achieved this by establishing policies and procedures specific yet flexible for each facility through a dedicated corporate department.

SMG's Best Practices Program is the culmination of the hard work and efforts of many SMG operators combined with industry knowledge and information from easy-to-access industry information resources. SMG's vast experience is used to author these Best Practices, which form the cornerstones of the operational excellence found throughout the SMG network.



"I have been with the Convention

Center since 2007 as a banquet

manager, then being promoted to F&B director

in 2016. I love working for a company that is so

inclusive and gives so many different

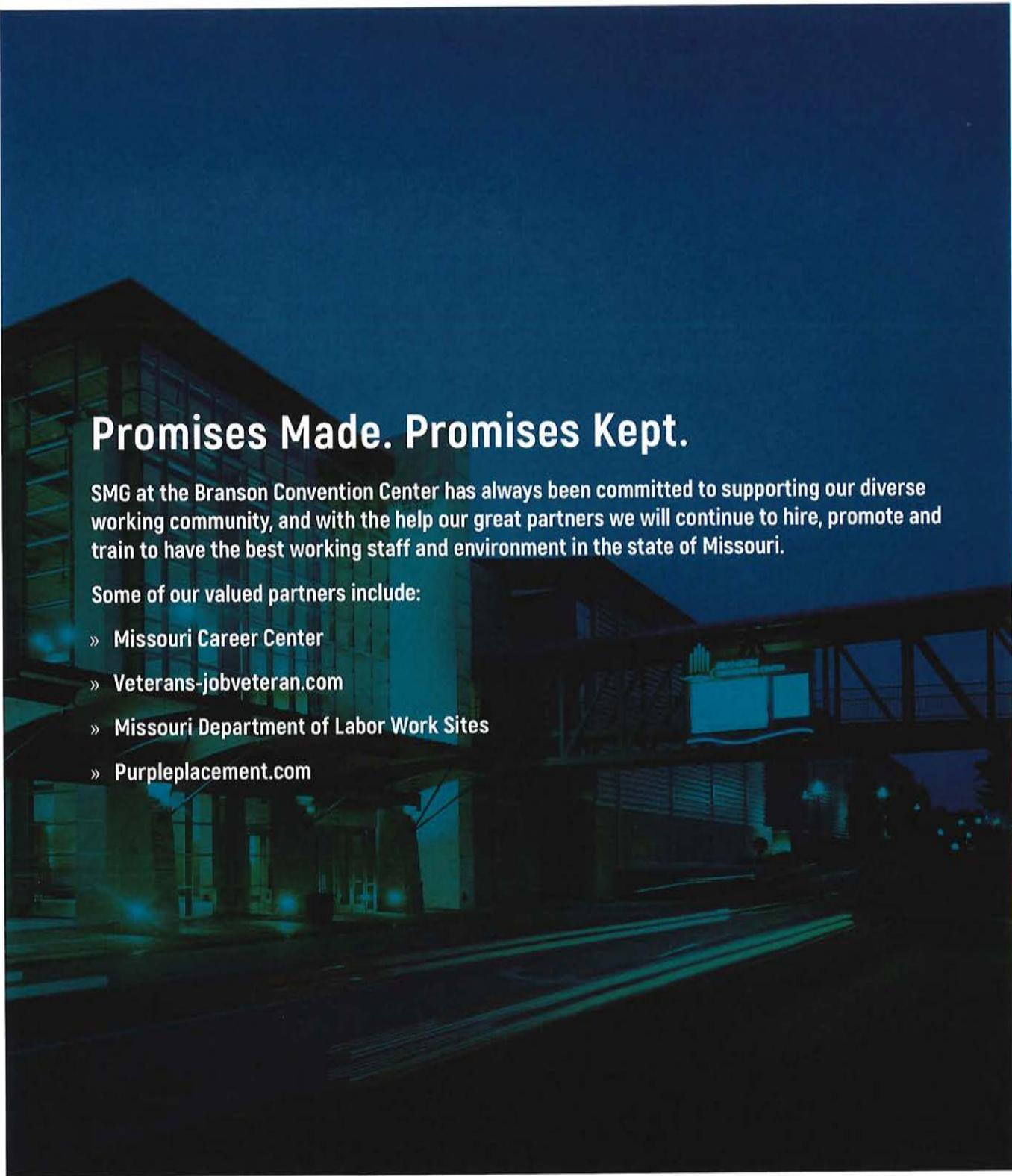
opportunities to their staff."

**Jaroslav Vanek,
Director of Food and Beverage**



2.0.

DEVELOP AND IMPLEMENT AN EQUAL EMPLOYMENT OPPORTUNITY AND WORKFORCE DIVERSITY PLAN.



Promises Made. Promises Kept.

SMG at the Branson Convention Center has always been committed to supporting our diverse working community, and with the help our great partners we will continue to hire, promote and train to have the best working staff and environment in the state of Missouri.

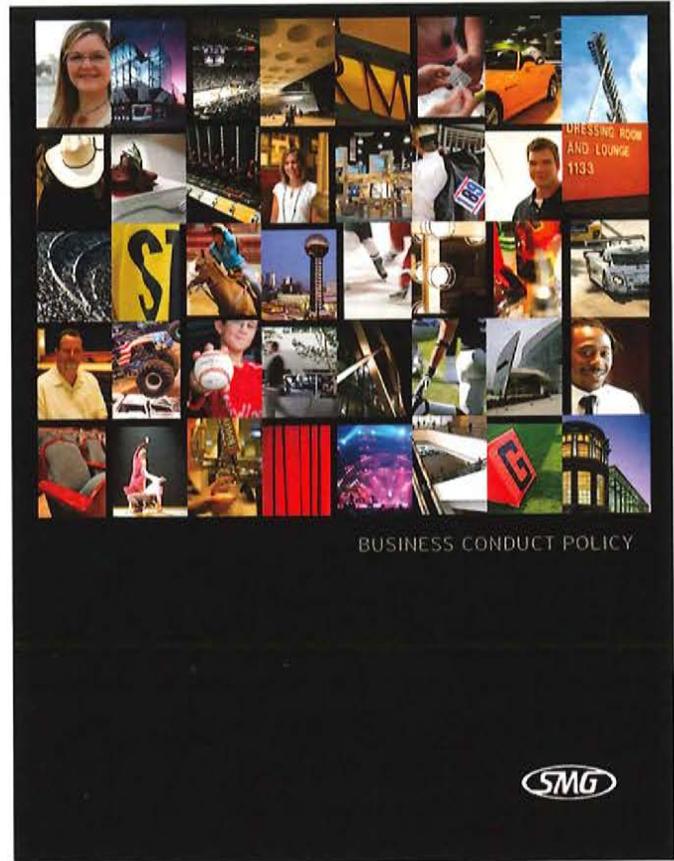
Some of our valued partners include:

- » [Missouri Career Center](#)
- » [Veterans-jobveteran.com](#)
- » [Missouri Department of Labor Work Sites](#)
- » [Purpleplacement.com](#)

A written statement is the starting point for emphasizing to all employees that SMG's top management is committed to making and advising all employees that equal employment opportunity is a basic company policy.

Employees are provided a copy of this policy both through the HR Policy and Procedure Manual and SMG's Business Conduct Policy.

In addition to this, we issue a statement that each employee is individually responsible for pursuing a policy of equal employment opportunity and nondiscrimination. This statement is consistently posted in conspicuous places, available to all employees and applicants for employment, along with notices setting forth State and Federal law provisions prohibiting discrimination in employment and SMG's own policies regarding nondiscrimination, equal employment opportunity and affirmative action.



"It was June of 2013 when I was employed with Hilton as an accounts payable clerk.

Previously my background had been in employee benefits and management. I became an

SMG employee April 1st 2014. It was no April fools to be hired on for such a successful

management company. I began my career path in the finance department, processing payroll as well as

accounts payable. It didn't take long for me to become the HR Designee while still processing payroll for

130 team members. I believe the SMG philosophy with the guidance of our General Manager, Marc

Mulherin is for everyone to grow in their career and wants to see our team succeed. With that being said,

I'm very thankful for the opportunities of growing and learning different aspects in the HR industry. I've

been promoted to HR Manager and I'm a national SHRM member. I've been very fortunate and thankful to

SMG in allowing me to network with other HR professional as part of the Tri-Lakes SHRM Chapter."

**Tracye Obenchain,
Human Resources Manager**

DIVERSITY

SMG'S COMMITMENT TO EQUAL OPPORTUNITY

In all contracts executed by SMG we provide not only all required services to our client, but also are committed to meet/exceed any and all Minority Business Enterprise/ Women Business Enterprise (MBE/WBE) goals/requirements established for and by the client and provide all supporting documentation as required. Our policy regarding equal employment and minority participation is provided below.

EQUAL EMPLOYMENT OPPORTUNITY

SMG believes in, and is committed to, the principles and practices of equal employment opportunity and nondiscrimination. Employment is based upon personal capabilities and qualifications regardless of race, color, religion, sex, age, national origin, disability, marital status or any other protected characteristic as established by federal law. In addition, we comply with applicable state and local laws governing nondiscrimination in employment in every location in which the company has facilities. This policy applies to all terms and conditions of employment, including but not limited to, recruitment, employment, placement, promotion, termination, layoff, recall, transfer, leave of absence, compensation and training.

SPECIFICALLY:

- » Employment opportunities are and shall be open to all qualified applicants solely on the basis of their experience, aptitudes, abilities and training;
- » Advancement is and shall be based entirely on the individual's achievement, performance, ability, attitude and potential for promotion.
- » SMG is committed to creating and maintaining a work environment in which all individuals are treated with respect and dignity.
- » The Human Resources Department, in compliance with all federal, state and local laws, has overall responsibility for this policy and maintains the reporting and monitoring of procedures. Employees' questions or concerns should be referred to the Human Resources Department.
- » Appropriate disciplinary action may be taken

against any employee willfully violating this policy.

SMG'S EQUAL OPPORTUNITY PROGRAMS

AFFIRMATIVE ACTION RECRUITMENT AND TRAINING PLAN

SMG takes affirmative action, consistent with sound policies and applicable law, to ensure that business enterprises owned and controlled by minorities (MBE), and women (WBE) are afforded a maximum feasible opportunity to do business with SMG. We are firmly committed to promoting and advancing the meaningful participation of minority-owned business enterprises and women-owned business enterprises in all venues.

SMG has a proven history of minority and women business enterprises in its business activities as joint venture partners, managers, employees, subcontractors and vendors in pre-opening, construction and management operations. Some examples of our successes are found further on.

SMG recognizes that municipal entities, universities and private companies, like SMG, bear an important and influential responsibility to help improve MBE/WBE representation in the economy on a local and national level. SMG also recognizes that the meaningful inclusion of minority and women-owned and disabled individuals firms is not simply about extending economic opportunity to a few, but about building a foundation to achieve social equity and economic self sufficiency for all.

To give credence to its policy of promoting the full participation of MBE/WBEs, SMG enacts a wide array of post-contract award efforts such as extensive and aggressive outreach efforts to the elimination of gratuitous economic barriers (like bonding requirements where appropriate) that hinder opportunities for minority, women businesses and disabled individuals. SMG is keenly aware that MBE/WBEs not only have to confront problems related to race and gender, but need to address economic obstacles that stand in the way of all small businesses. SMG is confident that its substantial efforts will help minority and women businesses and individuals attain their full measure of entrepreneurial self sufficiency and economic self reliance.

EQUAL EMPLOYMENT AND AFFIRMATIVE ACTION PRACTICES

A written statement is the starting point for emphasizing to all employees that SMG's top management is committed to making and advising all employees that equal employment opportunity is a basic company policy.

Employees are provided a copy of this policy both through the HR Policy and Procedure Manual and SMG's Business Conduct Policy.

In addition to this, we issue a statement that each employee is individually responsible for pursuing a policy of equal employment opportunity and nondiscrimination. This statement is consistently posted in conspicuous places, available to all employees and applicants for employment, notices setting forth State and Federal law provisions prohibiting discrimination in employment and SMG's own policies regarding nondiscrimination, equal employment opportunity and affirmative action.

SMG'S EQUAL EMPLOYMENT OFFICER

SMG has appointed Shauna Elvin, Senior Vice President, Human Resources, as its equal opportunity employment officer. This top-ranking SMG executive is responsible for overseeing and implementing SMG's Affirmative Action program. She is empowered to act as a direct liaison with all subcontractors, vendors and employees of SMG, to answer any questions or problems regarding SMG's equal employment opportunity and Affirmative Action efforts, and nondiscrimination obligations.

MONITORING & REPORTING

SMG monitors and audits all affirmative action activities (nondiscrimination: affirmative action policies; MBE/WBE participation) to identify problems which will enable the speedy undertaking of corrective action measures, to identify cases of under utilization and to devise internal and external remedies to address problems issues (e.g., better and more aggressive recruiting; internal employment goals; review of subcontracting standards and processes; compensation practices; interview and testing process).

RECRUITMENT & TRAINING

During this contract, SMG has maintained contacts with appropriate governmental and non-governmental entities to find qualified minority and women subcontractors, vendors and employees.

SMG is committed to ensuring that women and minorities hired by SMG have the opportunity to gain the skills necessary to perform their jobs in a satisfactory manner. We offer an educational assistance programming addition to other in-house designed training programs.



"I have been with SMG for four years, recently being promoted from Engineer to Parking Operations Manager. It's fantastic to work for a company that thinks outside of the box and looks to promote from within."

Steven Cooper
Parking Operations Manager

2.R.

DEVELOP AND IMPLEMENT EMERGENCY PREPAREDNESS PROCEDURES.

Promises Made. Promises Kept.

In 2018 SMG introduced and rolled out our new SEMP Program (Security and Emergency Management Program). SEMP is a comprehensive program aimed to guide SMG managed venues in establishing policies, procedures and an organizational structure for the preparation, response and recovery operations for emergencies and disasters. The goal of this program is to outline the steps to create a venue specific security and Emergency Management posture that protects people and assets.

Six Completed Components at the Branson Convention Center are:

- » Creation of a SEMP Team
- » Creation of a Venue Security Plan
- » Unique Event Safety and Security Plan
- » Emergency Response Plan
- » Business Continuity Plan
- » Crisis Communications Plan

In conjunction with the Branson Police and Fire Departments, state and local FBI and Homeland Security we have also updated and partnered with them regarding this information. Table top exercises as well as Active Shooting drills all have been a part of this training guide. We will continue to enhance our facilities with the most up to date safety and security measures keeping the Branson Convention Center a highly secured venue.

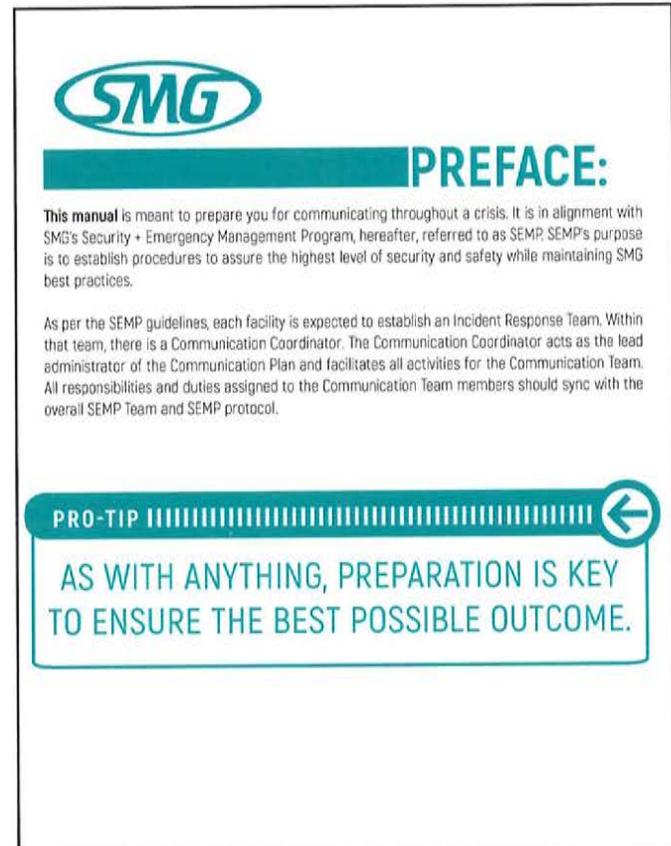
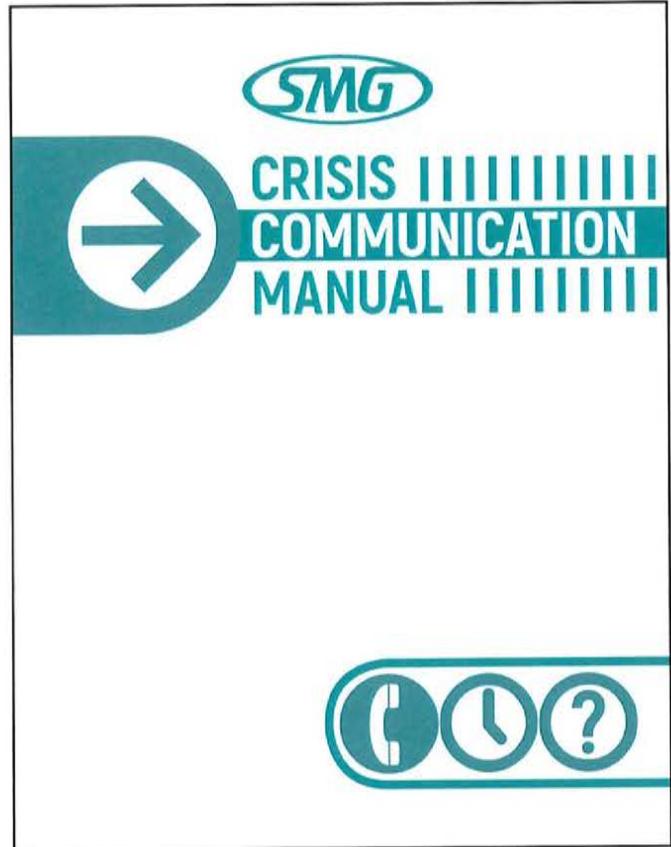
As indicated in 2.p., SMG has resources of Best Practices available to our operators. One component of these Best Practices is Emergency Preparedness. These procedures are tailored to specific venues in cooperation with local life safety officials, including police and fire. Once developed, these policies are made available to all employees, and adherence and knowledge of these policies is a part of our ongoing training of employees.

If you look at a map of our public facilities, you will see that we work in every extreme, and have not only been prepared for but also managed through some of the country's greatest tragedies and challenges. After the devastation of Hurricane Katrina, SMG's top executive was the last man out after serving as the last refuge for citizens unable to escape. Subsequently, at least a dozen of our venues were prepared for, housed and fed tens of thousands at our venues along the Gulf Coast and through the Southeast. You might not think that our experience hosting dozens of Super Bowls, Final Fours and All Star games would have merit in Branson. But it all feeds our expertise on public safety, crowd control and emergency preparedness.

We have hosted everyone from presidents to popes, Bill Gates to Steve Jobs and world leaders at events like the G-8 and G-20. No firm, hotel or convention center manager has the level of preparedness and – more importantly – the resources to manage whatever nature or other forces have to test us.

We also have a Crisis Communication Manual that we provide to each facility.

We routinely conduct threat assessments and venue risk assessments that help to identify potential exposures.



SECURITY & EMERGENCY MANAGEMENT PROGRAM (SEMP)

DETAIL ON THE SMG SEMP PROGRAM ALREADY INITIATED AT BRANSON CONVENTION CENTER

SMG has taken a leadership role in the industry to ensure that our venues are as safe as possible in today's challenging environment. Resident on SMG's proprietary Operations Support through Communications and Resources (O.S.C.A.R.) site are best practices in Venue Security. The core of that program is called SEMP – Security & Emergency Management Program. Aimed at ensuring that each and every SMG venue has met the standards necessary, SEMP provides a road map for the operator to prepare the required venue specific documents. The following is an outline of the program:

SUMMARY

All SMG venues create and continuously maintain a Security & Emergency Management Program (SEMP) aimed at the protection of people, assets, building systems, physical plant and equipment in a manner consistent with professional venue management. All SMG venues adhere to the following as minimum standards. The following does not represent an exhaustive prescription for all possible security and emergency management scenarios but lays out a guideline for SMG managed venues to follow in each venue's on-going effort to address all known and potential incidents.

DESCRIPTION

The SEMP provides an outline of the steps necessary for creating venue-specific programs establishing an overall posture based on policies and procedures consistent with SMG Best Practices. SEMP will outline preparation, operational and emergency practices. Roles of SMG venue personnel will be defined; interaction with Federal, State and Local Emergency and First Responder entities and industry best practices shall be incorporated in all SMG venue specific SEMP.

Adherence to this Best Practice is essential for the following reasons:

- » Ensure security and safety of all persons within the

venue

- » Ensure protection of venue assets

Elements of SEMP must include:

- » Security Operations Plan
- » Emergency Response & Evacuation Plans
- » Communications Plans
 - + Incident Command (NIMS, JTTF, Local, SMG-Internal)
 - + Crisis / Public
 - + Unique Event Safety & Security Plan
- » Site Protection Measures
- » Business Continuity
- » Training and Implementations guidelines

SEMP DEVELOPMENT COMPONENTS

SMG's Corporate Operations in collaboration with Team Leaders & Crisis Managers have developed SEMP and provide overall program management. Team Leaders & Crisis Managers are engaged in crisis situations where there is potential for bodily harm or SMG or the City itself is under attack for its operating policies or management tactics at the facility.

Team Leaders are directly contacted under the following scenarios:

- » Natural Disasters; Earthquake, Fire, Hurricane, Tornado, etc.
- » Human Created; Active Shooter, Bomb Threat, Protests, Violent Crimes; Robbery, Assault, etc.
- » Infrastructure Failure; Fire, Loss of Power, Major Building System malfunction, HAZMAT
- » Threats to company personnel or facilities
- » Claims of food tampering or poisoning
- » Someone threatening to go to the media or authorities with a grievance
- » Potential major liability actions

Crisis Managers provide further support when the following events occur:

- » Routine attendee complaints
- » Minor injuries to employees, attendees
- » Minor facility damage
- » Isolated incidents of alleged food-borne illness

ACTION PLAN

SEMP TEAM

A critical component of a successful SEMP is the SMG Venue's interaction with law enforcement and emergency management authorities having jurisdiction (AHJ) at the local, State and Federal levels in an interagency approach. The BCC meets regularly with BPD and BFD personnel to review security and emergency response planning. The team also meets annually with members of federal law enforcement including FBI and DHS to review incident specific response planning and risk assessment.

The BCC SEMP team meets periodically to review the plan. Ongoing tasks by the BCC's SEMP Team include but are not limited to:

- » Conducting Threat Assessments
- » Table Top Exercises (TTX)
- » Formulate / Review / Revise the BCC SEMP plans
- » Train and conduct drills or exercises with staff
- » Advance upcoming events and de-brief previous events

SECURITY OPERATIONS PLAN

All SMG venues create and maintain an up-to-date Security Operations Plan.

EMERGENCY RESPONSE & EVACUATION PLAN

All SMG venues must create and maintain an up-to-date Emergency Response & Evacuation Plan.

COMMUNICATIONS PLANS

All SMG venues must adhere to the Communications Plan as promulgated by SMG Corporate.

UNIQUE EVENT SAFETY & SECURITY PLAN

All SMG venues create and maintain up-to-date Safety & Security Plans specific and unique to events.

BUSINESS CONTINUITY

All SMG Venues include a Business Continuity Plan for the potential of administrative functions being displaced/ disrupted due to incident.

PLAN DISTRIBUTION

These plans are held strictly confidential to prevent their use by anyone wishing to use the information to cause damage or interfere with the operation of the facility. Security and Emergency Management policies and procedures are only disseminated to parties directly engaged in their operation.

The BCC maintains a hard copy of their venue's specific SEMP at the Security Command Center and Administrative Office for reference in the event the SEMP must be initiated.

SEMP OPERATIONAL PROTOCOLS

On the occasion when the BCC's SEMP is initiated, the following Operational Protocols are put into place as warranted:

The BCC Executive on Duty (EOD), acting as Local Team Leader [Incident Response Team IRT Lead] must respond and direct the appropriate IRT response as per the SEMP. Once the situation is stabilized, the IRT Lead shall communicate the incident to Team Leader/Crisis Manager.

ANNUAL REVIEW/REVISION & TRAINING

As with all SMG Best Practices, the review and revision of each based on changes to posture, policy or procedures are made on at minimum an annual basis. The SMG local team reviews the SEMP based on local conditions, posture or policy changes. SMG Corporate Operations monitors national suggestions and changes with input from such entities as DHS, NCT, FBI, governing Leagues, etc. Any modifications are issued through O.S.C.A.R.

The BCC trains and conducts exercises/drills on all aspects of the SEMP on an annual basis.

2.S.

DEVELOP WORKING RELATIONSHIPS WITH HILTON BRANSON CONVENTION CENTER HOTEL MANAGEMENT AND THE BRANSON CONVENTION AND VISITORS BUREAU.

Promises Made. Promises Kept.

As previously mentioned in 2.M, SMG has partnered with many community organizations to help bring new business and maintain repeat business in Branson. Organizations such as the Hiltons of Branson, Branson Convention and Visitors Bureau, BLALA (Branson Lakes Area Lodging Association) and SMG have all worked hard together for the past five years looking to create new opportunities for the City of Branson, the Branson Convention Center and various hotel partners.

2.T.

DEVELOP GUIDELINES TO DIRECT CONFERENCES WITH OTHER FACILITIES WITHIN THE CITY IN THE EVENT THERE ARE CONFLICTS WITH THE BCC.

Promises Made. Promises Kept.

As a top priority SMG understands that keeping business in Branson is a must! Our goal from day one is to make sure we can continually draw business to the Branson Convention Center or any other facility in the community. We will continually partner with local partners such as the CVB, BLALA and Hiltons of Branson to make sure that if the facility can not work with a group due to date conflicts, size of group or overall program logistics we will reach out to other local Branson facilities to see if they can hold their programs there. We will continue to keep The City of Branson as a main focus when it comes to bringing meetings and conventions to the city.

PARTNERSHIP...ALLIANCE...RELATIONSHIP...CONNECTION...

Whatever words are chosen, the Branson Conventions and Meetings focus needs to continually stay unified in its efforts to keep business - both new and repeat - coming to Branson!

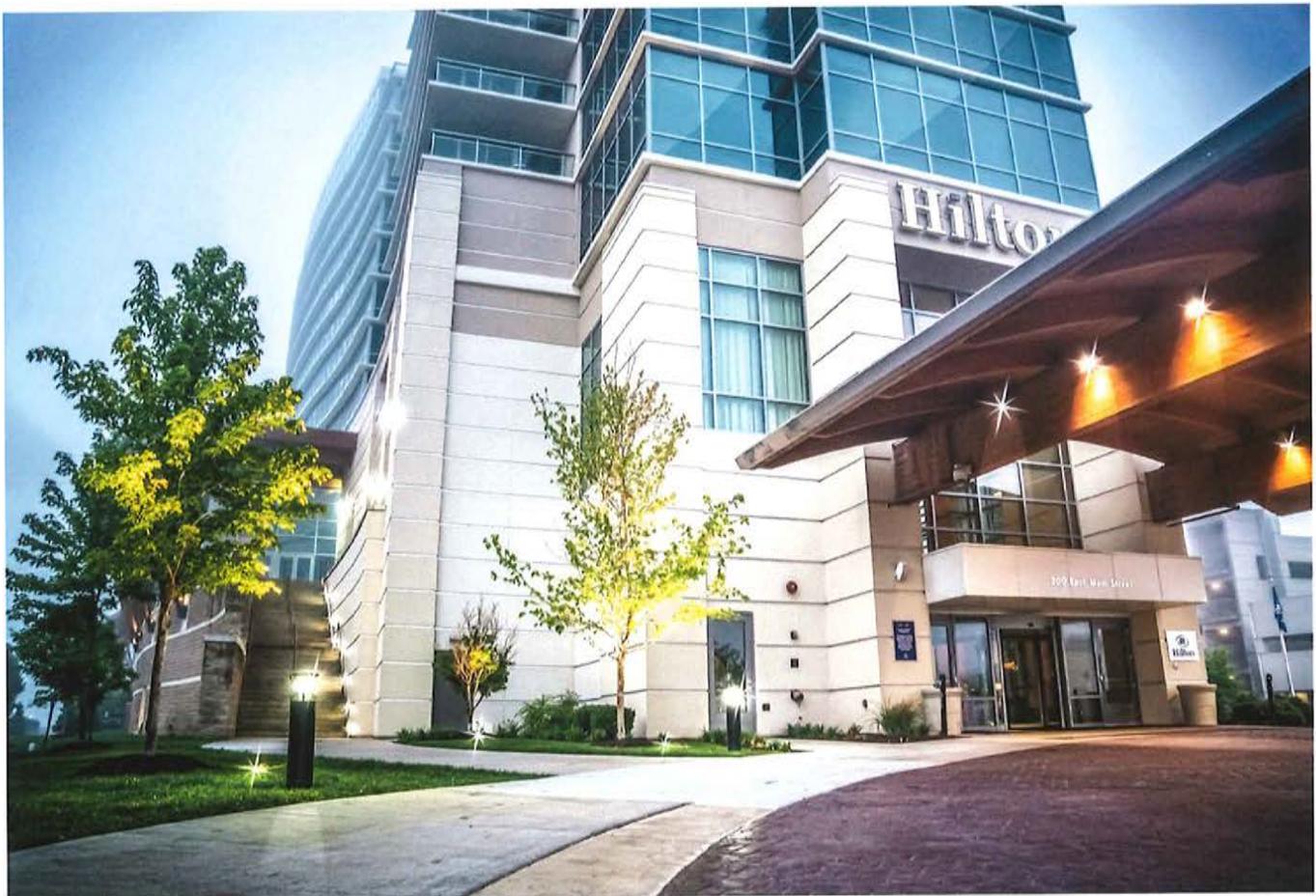
OUR MANY PARTNERS INCLUDE:

- » Branson/Lakes Area Convention & Visitors Bureau
- » Hiltons of Branson Hotel
- » BLALA- Branson Lakes Area Lodging Association
- » Chateau Hotel & Convention Center
- » Branson's Theater & Music District
- » Branson Attractions

This unified team has to continually work together by keeping our repeat business coming back to Branson as well as partnering with each other to find new conventions, meetings and events that are new to the Branson community.

Our primary focus is to attract these events to the Branson Convention Center, but if for some reason we can't accommodate the group, we will do everything in our power to work to keep the event - and its related economic impact - in Branson.

Additionally, we are strong believers in the philosophy that a rising tide lifts all boats. So activity at other facilities in Branson assists in that rising tide. As a result, when there is more activity in the pipeline for all of the hospitality partners, a greater sense of cooperation and teamwork ensues.







**SMG FEE PROPOSAL FOR
MANAGEMENT OF BRANSON CONVENTION CENTER
April 5, 2019**

Term:

Three (3) year original contract period with two (2), three-year renewal periods at the City's sole option per RFP.

Base Management Fee:

\$144,000 annually; subject to annual CPI adjustments, capped at 3% per year.

Incentive Fee:

SMG remains flexible to ensure that the incentive fee structure focuses on the goals and objectives of both the City and Branson Convention Center. By way of example, SMG proposes an incentive fee that is consistent with the past, but with a new quantitative measure that takes into account our success since the BCC was separated from the hotel operator. This is intended to ensure fiduciary accountability to the City only, and no private interest.

Increase Gross Revenues or Reduce Operating Expenses (40%)

Equal to a share of Operating Revenues in excess of a mutually agreed upon "Operating Revenues Benchmark." In the event Operating Revenues do not exceed the Operating Revenue Benchmark, SMG will be eligible for a Quantitative Incentive Fee of a share of the Operating Expense Savings for such fiscal year. Operating Expense Savings means the amount, if any, by which Operating Expenses are less than a mutually agreed upon Operating Expense Benchmark.

Customer & Client Satisfaction (20%)

Achieve a 90% or better "Overall Satisfaction" score over the course of the operating year, continuing our success in providing "Best in Class" service for the center and City of Branson.

Exceed Operating Goals & Objectives (20%)

Continued management of the City's assets with a focus on, by way of example, operational excellence, efficiency, safety and security of associates and guests, green initiatives.

Responsiveness of SMG to City of Branson (10%)

Ongoing and thorough communication with City Administrator, staff and other City Officials including accurate reporting on BCC financials and operations in a timely manner.

Ingenuity and Creativity of SMG in New Ideas & Concepts (10%)

Focus ranges from new revenue initiatives to procurement and green initiatives; with an overall focus on efficiency, service and maintaining assets to the highest standards as in the past.

*We remain open to realigning our incentive categories and their relative weighting to better match your goals.

Cost of Transition: \$0.00

Value of continuity of service to clients and career progression to associates: Priceless

SMG Capital Contribution: \$100,000 to be accessed during the term and/or subsequent renewal(s) for mutually agreed facility enhancements.

Note: SMG remains flexible with regard to the overall compensation structure and will work closely with the City to arrive at business terms that meet our mutual goals for successful operation of the Branson Convention Center.

acquainted with the facts stated herein.

- 3. Contractor is enrolled in and participates in a federal work authorization program with respect to the employees working in connection with the following services contracted between Contractor and The City of Branson Convention Center Management

- 4. Contractor does not knowingly employ any person who is an unauthorized alien in connection with the contracted services set forth above.

- 5. Attached hereto is documentation affirming Contractor's enrollment and participation in a federal work authorization program with respect to the employees working in connection with the contracted services.

Further, Affiant saith not.



 Marlean Girty
 [printed name], Affiant

Subscribed and sworn to before me this 4th day of April, 2019.



 Notary Public

State of Missouri
 COMMONWEALTH OF PENNSYLVANIA
 NOTARIAL SEAL
 Carolyn S. McGough, Notary Public
 West Conshohocken Boro. Montgomery County
 My Commission Expires May 18, 2019
 MEMBER, PENNSYLVANIA ASSOCIATION OF NOTARIES

My Commission Expires:
 Commissioned in Montgomery County
 Commission #

PLEASE NOTE:

Acceptable enrollment and participation documentation consists of the following 2 pages of the E-Verify Memorandum of Understanding:

- 1. A valid, completed copy of the first page identifying the Contractor; and
- 2. A valid copy of the signature page completed and signed by the Contractor, and the Department of Homeland Security - Verification Division

ADDENDUM #1 TO REQUEST FOR PROPOSAL 2480-29**FROM:** City of Branson

Date:

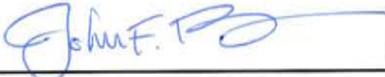
Purchasing Office
 110 West Maddux St. Suite 200
 Branson, MO 65616
 Telephone: (417) 337-8556

March 12, 2019
Date and Time Returnable:
3:00 p.m., April 5, 2019
 Buyer: David Rockhill C.P.M.
 Facsimile: (417) 335-6042

TO:**CONVENTION CENTER MANAGEMENT**

Attached, and shown in (**bold letters**), are changes to the above-mentioned RFP. If there are any questions please call the Buyer listed above.

The contractor hereby agrees to furnish items and/or services pursuant to all requirements and specifications of the contract. This amendment shall be considered final when an authorized representative of City of Branson countersigns this document.

AUTHORIZED SIGNATURE 	PRINTED NAME John F. Burns	TITLE Executive Vice President and CFO
COMPANY SMG		DATE 4/5/2019
MAILING ADDRESS 300 Conshohocken State Road, Suite 770,		PHONE 610-729-7903
CITY West Conshohocken	STATE Pennsylvania	ZIP CODE 19428
FOR CITY USE ONLY: ACCEPTED BY THE CITY OF BRANSON AS FOLLOWS:		CONTRACT NUMBER:

CONTRACT AWARD

1. This Request for Proposal does not commit the City of Branson to award a contract, pay any costs incurred in preparation for travel to Branson to present a proposal to this request, or to procure or contract for services.
2. The City reserves the right to reject any or all proposals and to waive any minor informality or irregularity in an offeror's response if deemed in the best interests of the City.
3. All proposals submitted in response to this Request for Proposal become the property of the City of Branson. The City of Branson reserves the right to accept or reject any or all proposals received or to cancel this Request for Proposal in part or in its entirety. After proposals are reviewed, the City will select the proposal in the best interest of the City.

Award of a contract resulting from this RFP will be made only by written authorization from the City's Purchasing Office.

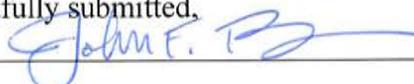
The above pricing information is hereby provided in accordance with the terms and conditions of this Request for Proposal.

SIGNATURE AND IDENTITY OF BIDDER: The undersigned states that the correct **LEGAL NAME** and **ADDRESS** of (1) the individual proposer, (2) each partner or joint venture (whether individuals or corporations, and whether doing business under a fictitious name), or (3) the corporation (with the state in which it is incorporated) are shown below; that (if not signing the intention of binding himself to become the responsible and sole contractor) he is the agent of, and duly authorized in writing to sign for the proposer or proposers; and that he is signing and executing this (as indicated in the proper spaces below) as the proposal of a (check one):

sole individual partnership joint venture

corporation, incorporated under laws of State of Missouri

Respectfully submitted,

Signed  Title EVP & CFO Date 4/5/2019

CONTACT PERSON:

PrintedName Gregg Caren

Email gcaren@smgworld.com Phone (610) 729-7922

Address 300 Conshohocken State Road, Suite 770, West Conshohocken, PA 19428

**AFFIDAVIT OF COMPLIANCE
RFP 2480-29**

To be submitted with Vendor's Proposal

We DO NOT take exception to the RFP Documents/Requirements.

We TAKE exception to the RFP Documents/Requirements as follows:

Specific exceptions are as follows:

Company Name SMG

By 
Authorized Person's Signature
John F. Burns
Print or type name and title of signer

Company address 300 Conshohocken State Road
Suite 770
West Conshohocken, PA 19428

Phone 610-729-7903

Fax 610-729-1593

Date 4/5/2019

ADDENDA

Bidder acknowledges receipt of the following addendum:

Addendum No. 1

Addendum No.

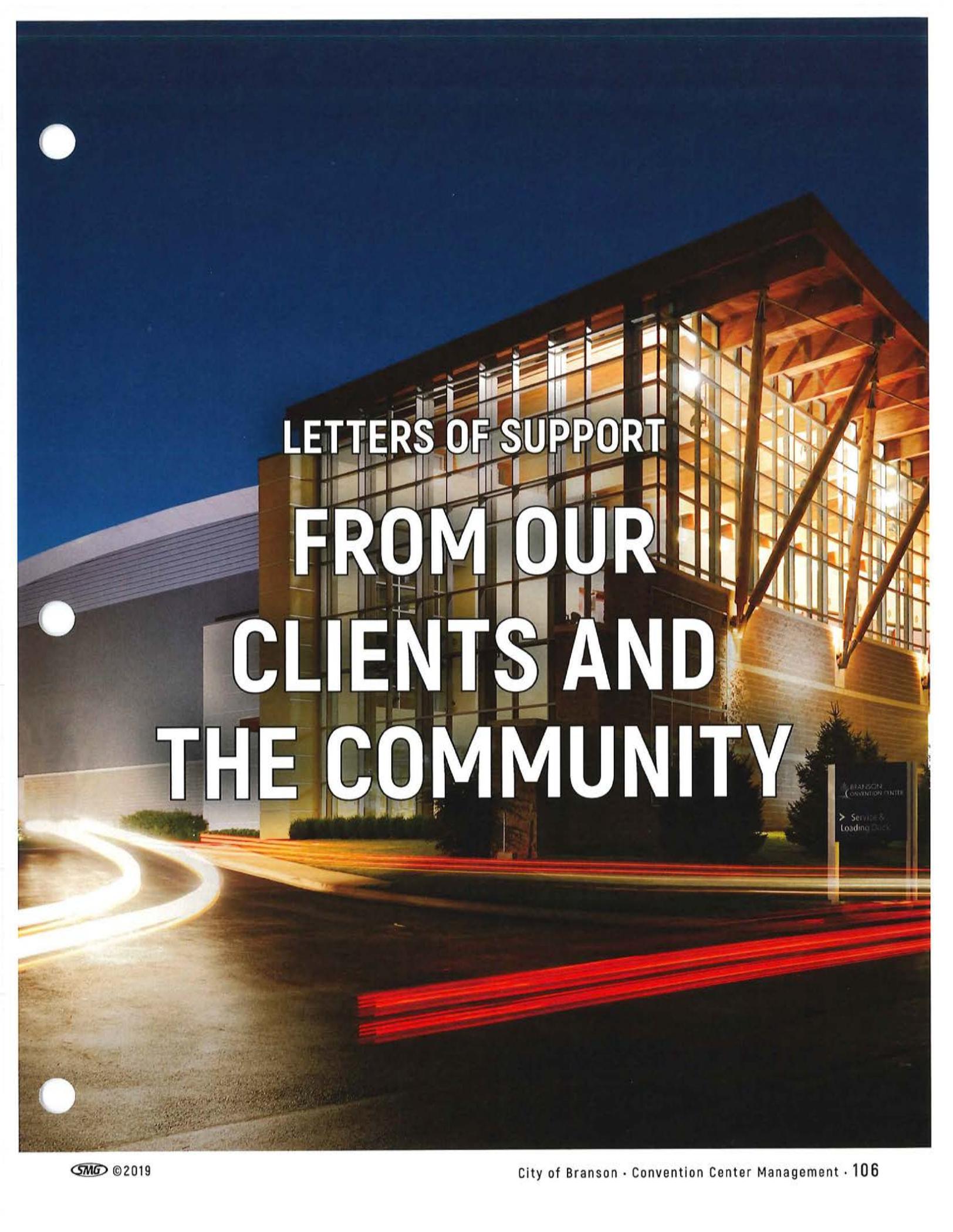
Addendum No.

Addendum No.

Addendum No.

Email jburns@smgworld.com

Federal Tax ID No. 23-2511871



**LETTERS OF SUPPORT
FROM OUR
CLIENTS AND
THE COMMUNITY**



To whom it may concern,

Please allow this to serve as an introduction to the SMG team. I have been personally acquainted with this company for five years. It was about that time when, as a Branson City Alderman, we went through an extensive interview process to find the company that would be the best fit to run our convention center in the City of Branson. The previous national corporation that was operating our convention center was doing a less than stellar job. As a result, it was up to the city officials to go out and find a company that could turn around the financial crisis that we were facing.

We felt that it was necessary to find a corporation that had the background in food management, sales, maintenance, and also provide leadership that would point this business in a new direction. Needless to say, that under the leadership of Marc Mulherin, the first year proved to be the correct decision. Marc and his team of experts not only decreased expenses phenomenally, they introduced the convention center to new ways to increase income.

As a former City Alderman and person who has worked in the area of finance for over 40 years, I have had the opportunity to see many companies, but few that have went to the lengths that SMG has to turn around the financial stability of the Branson Convention Center. They operate a Convention Center in the most efficient, professional, and profitable manner, while delivering the best customer service possible.

I am very proud to recommend Marc Mulherin and the SMG team to operate your business venue.

Sincerely,

A handwritten signature in blue ink that reads "Michael C Booth". The signature is fluid and cursive, with the first and last names being more prominent.

Michael C Booth, Sr. Vice President, Central Bank of Branson
Former Alderman of the City of Branson.

Central Bank of Branson, P.O. Box 130, Branson, Missouri 65615-0130 • Member FDIC • Equal Housing Lender

Rick Davis
Former Alderman
City of Branson

RE: Letter of Recommendation

Dear Mr. Craig Liston, Regional VP – SMG,

I am quite pleased to offer a letter of recommendation for Marc Mulherin and his team at the Branson Convention Center. I served as Alderman during the time they took over the management responsibilities of the convention center and was quite vocal about community expectations of turning a annual \$500,000 loss into a break even or profitable entity. In a short two or three year time, they did just that. Marc and his team not only expanded upon existing business - they brought new opportunities such as sporting events to the center. They also found tens of thousands of dollars in savings monthly on energy costs by careful management and monitoring of energy use. They exceeded my and the boards expectations. I recommend them without hesitation!

Best Regards,

Rick Davis
Branson, MO



March 12, 2019

To whom it may concern,

I am writing this email as a recommendation of the current convention center management team. Over the last 5 years they have greatly improved all aspects of the convention center. They have increased sales and meetings while at the same time drastically reduced expenses. Several of the cost saving measures were by recycling and green initiatives that also helps with our environment and the world we live in. I serve on a committee for the city that evaluates the management team every year for the last 5 years. By serving on this committee I see more information than the average citizen and it is amazing the insight this team has in the convention field. I have attached a list of some of the accomplishments this team has achieved over the last 5 years.

Please let me know if you have any questions that I could help with.

Michael Combs, President

Combs Hospitality, Inc.



Associated Electric Cooperative, Inc.

www.aeci.org • 417-881-1204 • FAX 417-885-9252
2814 S. Golden, P.O. Box 754 Springfield, Missouri 65801-0754

March 18, 2019

Branson Convention Center
Attn: Janet Peterson
Director of Sales and Events
200 S. Sycamore St.
Branson, MO 65616

Janet,

As we approach the 2019 AECI Annual Meeting of Members, I would like to take this opportunity to thank you and staff for the great service provided during the past several years. The care and attention to detail we experience each year have been appreciated by us and enjoyed by our members.

As you know, we survey the attendees, which often exceeds 750 in total, for their candid feedback regarding hotel and convention center operations. Each year there are several comments on how comfortable the accommodations are and complimenting the friendliness of your staff.

We look forward to a continued relationship with SMG and the Branson Convention Center. The successful completion of the latest contract will keep AECI's annual event at this property in 2019, 2020 and 2021.

Sincerely,

A handwritten signature in black ink that reads 'Mark Woodson'.

Mark A. Woodson, CEcD, CKAE
Senior Manager, Member Services and Economic Development

A Touchstone Energy® Cooperative The logo for Touchstone Energy, featuring a stylized figure with arms raised, composed of colorful segments.



March 18, 2019

To Whom It May Concern:

We work very hard at Dick's 5 & 10 to make our store an outstanding experience for the Branson visitor. It's always exciting to see other people and entities display that same passion. It is without hesitation that I recommend renewal of the contract with the SMG Team at the Branson Convention Center.

Marc Mulherin and the SMG Team have been excellent to work with as they continue to grow the number of conventions hosted as well as maximizing the attendance of those conventions. There is no question that Dick's 5 & 10 has benefited from having the SMG Team operating the Convention Center. In addition, I believe Marc's team has been an asset to the entire City of Branson as we all benefit from their hard work.

It is important that we maintain operational consistency by retaining the SMG Team.

Sincerely,

Steve Hartley
Dick's 5 & 10, Inc.



*"I've found Marc and his staff a joy to work with.
They have always greeted me warmly and welcomingly."
– Bonnie Herrmann – BRAC Ex Officio*

March 21, 2019

Mr. Marc Mulherin – General Manager
Branson Convention Center
200 S. Sycamore Street
Branson, MO 65616

To whom it may concern,

I would like to share our appreciation and admiration for the incredible job that Marc Mulherin and his SMG Team have done for the Branson Convention Center.

In the Fall of 2016, Marc demonstrated his vision of community involvement by offering exhibition space to the Branson Arts Council for displaying local artist's work. This partnership has been an exciting and rewarding experience for both the artistic community and the thousands of visitors that the Convention Center hosts annually.

Throughout this partnership, Marc and his staff have been extremely cooperative in working with many artists as well as the public. It has been a pleasure for the Arts Council to work with Marc's staff in developing this partnership from inception to the impressive, professional art gallery that it is today.

Marc developed a top quality exhibition space, with proper lighting and a professional hanging system that demonstrates his attention to detail. He and his staff continue to support this endeavor by hosting periodic Artist Receptions that are both VIP (with excellent food and beverages), as well as open to the general public.

The Branson Regional Arts Council highly recommends that Mr. Mulherin and his SMG Team continue the excellent work they are doing on behalf of the City of Branson.

Sincerely,
Jim Barber
Executive Director

A handwritten signature in black ink, appearing to read 'Jim Barber', is written over the typed name.

PHONE

MOBILE

EMAIL

P.O. Box 2004, Branson, MO 65615

417-336-4255

417-335-1503

info@BransonArts.org



MISSOURI PARK & RECREATION ASSOCIATION
THE MUSCO LIGHTING BUILDING
2018 WILLIAM STREET
JEFFERSON CITY, MISSOURI 65109-1186

March 26, 2019

Mr. Stan Dobbins
City Administrator – City of Branson, MO
110 W. Maddux, Suite 210
Branson, MO 65616

Dear Mr. Dobbins,

As the Executive Director of the Missouri Park and Recreation Association (MPRA), I am writing this letter to support the renewal of the service contract between SMG Management and the City of Branson regarding the Branson Convention Center.

MPRA has had the pleasure of hosting our annual conference and expo in the springs of 2017 and 2019. We found the venue, staff, and overall conference experience to be remarkable. From initial discussions through post conference wrap-ups, the SMG Management team has been courteous and most delightful to work with.

During our 2017 event, a severe storm descended upon the Branson area prompting the tornado alarms to go off during the Awards Banquet just as we were finishing the dinner. The SMG staff sprang into action and in a very calm manner, ushered nearly 400 of our members to the back of the house for our safety. After about a 30-minute delay, the evening continued with the awards ceremonies. This is only one of many examples how SMG staff will go the extra mile to ensure everyone leaves happy.

The MPRA members will return to Branson for future events. I trust the City of Branson will do the right thing and renew the management agreement with SMG Management to ensure the success of each event held at the Branson Convention Center.

Should you have any questions or wish to contact me, I can be reached at 573-636-0445 or by email at gary@mopark.org.

Thank you and have a wonderful day!

A handwritten signature in black ink that reads 'Gary L. Gates'.

GARY L. GATES
Executive Director
Missouri Park & Recreation Association

CHIP ARNETTE
PRINCIPAL

ANTHONY LOURENCO
ASSISTANT PRINCIPAL

BRANSON HIGH SCHOOL

935 Buchanan Road
Branson, MO 65616
Phone: 417-334-6511
Fax: 417-335-4889

JASON STEELE
ASSISTANT PRINCIPAL

DAVID LARGE
ACTIVITIES DIRECTOR

April 7, 2016

Mr. Marc Mulherin
General Manager
Branson Convention Center
200 S. Sycamore Street
Branson, MO 65616

Dear Mr. Mulherin,

As Principal of Branson High School, I would like to take this opportunity to compliment your entire staff for a job well done for our students Prom on April 2. The ballroom was decorated beautifully and the food was great! Amanda Gray provided excellent service during the planning stages and was there on Saturday night to be sure that the event went smoothly. Overall, the evening was a total success.

The Branson Convention Center is definitely a favorite, and we have already scheduled our Prom for next school year.

Thanks again,



Chip Arnette
Principal

"A Community Committed to Learning."

MHCA

To Whom It May Concern:

I wanted to take a moment and express my sincerest appreciation for SMG managed Branson Convention Center. We have held our large convention there for years and the convention center and their staff have not ever disappointed!

From the GM to the event staff, everyone is amazing and a huge part in making our convention so successful and the reason our members ask to go back year after year. I have had owners of huge corporations stop me and point out the exceptional service they received from a convention center employee and remark on the amount of years that employee had been there and offering the same exceptional service repeatedly.

I have sung the praises of the convention center and the staff to every meeting planner that will listen and truly mean every word I say – the staff is AMAZING and I could not ask for a better team to be on hand to make our conference go so smoothly!

I would be happy to be used as a reference for any situation if ever needed.

Thank you again for your help through the years!

Sincerely,

Michelle Walters

MHCA Director of Education, Meetings & Events



P.O. Box 720237 • Norman, OK 73070
(405) 573-7733 • Fax (405) 573-7722

To Whom It May Concern,

For the past eleven years Stage One Productions has hosted a National Dance Competition at the Branson Convention Center during the last five years we have been fortunate to partner with the SMG Branson Convention Center and the amazing staff. We have come to know and trust the SMG Branson staff as family. From the time we arrive to our departure there is always helpful SMG Branson Convention Center staff available to provide assistance. One of the things we have appreciated in the last five years of hosting a competition is the friendliness and consistency of the staff. The same security guards, the same custodial staff and the same sales and events team. Each year Janet Peterson and the SMG Branson Convention Center team help us create an atmosphere that is professional and fun for the dancers and their families. We have well over 2,000 dancers and their families in attendance every year and it is important for us to feel confident in the facility and the staff we are working with that is why we choose to continue to return to the SMG Branson Convention Center.

It is come to our attention that the city is looking at the possibility of a change in management for the Convention Center. As a vendor, we have really appreciated the consistency of the SMG Branson Convention Center staff. It would be an unnecessary disruption to a very well oiled machine. It does not seem to make sense in changing the management company that is so positive and successful. It is of great concern to me that the unnecessary change would be very troublesome to our very successful dance competition. The partnership between Stage One Productions and the SMG Branson Convention Center is perfectly suited as it is at this time.

Please feel free to contact me directly if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Gregory S. Massay", written over a horizontal line.

Gregory S. Massay
Owner, Executive Director

www.stageonedance.com



March 27, 2019



To Whom It May Concern:



My name is Gary Pate, President & CEO of the Star Dance Alliance. The Star Dance Alliance is comprised of a group of international dance competitions that hold more than 300 events worldwide, including Starpower. Starpower being the flagship brand of the SDA, has been in business more than 32 years and has been holding events at the Branson Convention Center for over 10 years. Myself along with several of the Star Dance Alliance employees have worked closely with Janet and SMG at the Branson Convention center for well over a decade.



I would like to take the time to express how Janet and SMG have been such an integral part in making our events successful over the years. They have gone above and beyond for my company, helping out wherever and whenever they could. Their continued ability to cater to the specific needs of our events was obvious and outstanding. Janet and SMG are in constant contact with us, meet all of our needs, answer all questions and maintain a phenomenal business relationship. They are an exceptional company and we have had nothing but positive experiences with them.



We could not have run successful shows without their expert services. I am appreciative of their assistance and look forward to continuing our relationship with them.



Sincerely,



Gary Pate
 President/CEO
 Star Dance Alliance





PHIL WALDREP
MINISTRIES

From: Barry Roberts [<mailto:barry@philwaldrep.org>]
Sent: Wednesday, March 13, 2019 11:08 AM
To: Megan Jackson <mjackson@bransoncc.com>
Subject: SMG Management

To whom it may concern,

My name is Barry Roberts and I am the Conference Director for Phil Waldrep Ministries. We have been hosted an event Called women of Joy at the Branson Convention Center since 2010 so we have a long history there.

We were at the Convention Center when the Hilton managed the facility and now through the transition when SMG took over managing the facility.

Our experience has always been a positive one and the Convention Center has a great staff of people that we work with. They go over and above in trying to accommodate our needs and it is always an easy event for us. It is always a pleasure for me personally to work with Megan and LeAnne throughout the Event process.

My understanding is that the city is looking at the possibility of a change in Management for the Convention Center. Our Ministry hosts approx 15 conferences a year in major cities. and our experience has been that when a change is made for the sake of change. it is not always a positive experience for the Planner. Once you're accustomed to a certain way, a great staff, and an order of business, that change can bring on many challenges.

Having said that, I would ask that you carefully evaluate the possible changes and consider keeping SMG as the current management company for the Branson Convention Center.

Thank you for your time, Have a Blessed day

Barry Roberts
Phil Waldrep Ministries
Director Of Conferences
226 Moulton Street East,
Decatur, Al 35601
Direct: 256-341-9934
Main: 256-355-1554
Fax: 256-355-2808
Cell: 256-642-9804



400 East High Street
Jefferson City, Missouri 65101-3253
www.mobaptist.org

October 5, 2018

Mr. Marc Mulherin, General Manager
Branson Convention Center
200 S. Sycamore Street
Branson, MO 65616

Dear Mr. Mulherin,

It is with extreme gratitude I send you this letter. Our organization, The Missouri Baptist Convention, recently held our annual Minister's Juggling Act in your facility. Your staff were the best!

My staff and our attendees truly appreciated the fine work of Ms. Janet Peterson and all your banquet staff. Our event is to assist pastors and their wives who are going through difficult times. Your staff met us each day with beautiful smiles and helping hands.

In an event such as ours, we often have unexpected and last-minute requests. Ms. Peterson and staff took care of each situation which arose without hesitation, but with the most professional and helpful manner we have ever been served. Many places do not offer the services we received at your venue. Everything was set-up exactly as planned. The meals were very and elegant. Our attendees felt pampered and very special thanks to your employees.

I would be remiss not to mention the wonderful service of Banquet Captain Troy Fitzpatrick. He and his crew served our meals daily with a great deal of kindness and professionalism. They were speedy to remove dirty dishes, as well as, to replenish all items on the buffets in a very timely manner.

I do hope you recognize and appreciate the fine caliber of employees you have at the Branson Convention Center. We certainly plan to return for future events due their top-notch service and kindness.

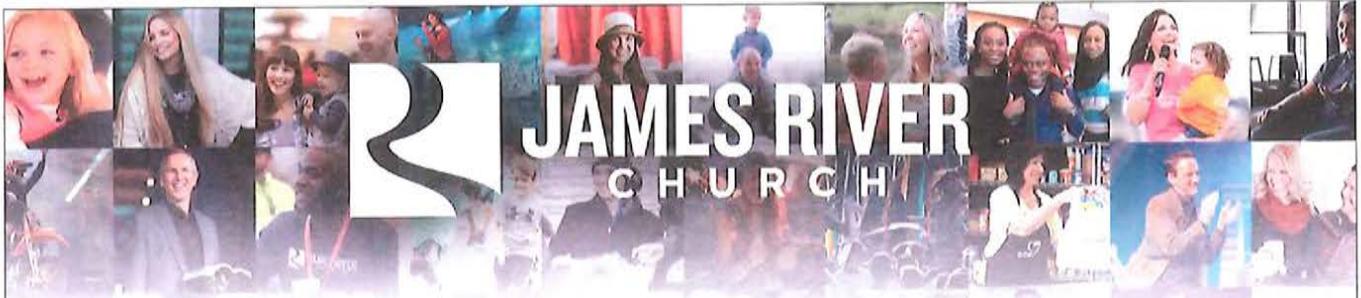
Again, thank you for providing such a wonderful environment for our event.

Sincerely,

A handwritten signature in cursive script that reads 'Paula Earls'.

Paula Earls
Event Coordinator
Missouri Baptist Convention

A mobility made possible through the Cooperative Program



January 26, 2016

Marc Mulherin
 General Manager
 Branson Convention Center
 PO Box 309
 Branson, MO 65615

Dear Mr. Mulherin,

This letter is to let you know we thoroughly enjoyed our 2016 Leadership Retreat at the Branson Convention Center last week. Amanda Gray and her team were wonderful to work with. The room was set up exactly as we requested, the food was incredible, and whenever a temperature adjustment needed to be made, the team was quick to accommodate.

They even went above and beyond by asking if we wanted the snacks wheeled down to the room where our activities were taking place. This was not in our original BEO, but they saw that we would probably need refreshments during our activity (laser tag) and they took the initiative and asked if they could serve us better by moving them closer to that room. Truly five star service!

We were also very impressed with Amanda's attentiveness to our group. My assistant emailed a document we needed printed for one of our sessions, and she had it to us in a matter of minutes. She was always very prompt in her responses to our emails during the planning of this event as well. She is definitely a great asset to your team!

We have been coming to this facility every year since 2009 and look forward to many more! Thank you again for training your staff in the importance of quality group hosting. They were truly "over the top" fantastic!

Cordially yours,

Kert Parsley, J.D.
 Chief Operations Officer

KGP:rc

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May 7, 2015

Marc Mulherin
 General Manager
 Branson Convention Center
 200 South Sycamore
 Branson, Missouri 65616

Dear Marc,

I wish to thank you on behalf of the NRLCA Mid-States Conference attendees for providing one of the most beautiful venues we have used for our conferences. The setting on the landing contributed in making our conference pleasant and successful.

We received many compliments from our attendees which represented twelve states in the Midwest. We believe this venue could possibly be used for the location of our National Convention. However I am not at liberty to make any of those decisions. In discussion of your facility it was stated that there would be need of an additional large meeting space for that convention.

We also received many compliments on the cleanliness of the facility and the friendliness and efficiency of all of your staff.

I also want to commend your event staff, especially Ashlee Webb. She along with the whole event staff were outstanding and wonderful to work with.

Sincerely,

Danny Kemerling
 Danny Kemerling
 Mid-States President



"Service With a Smile"



North American Travel Journalists Association

May 4, 2018

Marc Mulherin
General Manager
Branson Convention Center
200 Sycamore St.
Branson, MO 65616

Dear Marc,

On behalf of the North American Travel Journalists Association, thank you for opening your doors and providing our NATJA Conference attendees the opportunity to experience the Branson Convention Center. This year's conference was one of the best annual meetings to date, thanks to LeAnne's leadership and coordination, as well as the fantastic food, and amazing staff who made sure everyone and every detail was taken care of.

Based on the feedback we have received, everyone thoroughly enjoyed their time. We know that our media members will be sharing their experiences in the coming months, both through social media and published content. We are confident that Branson has provided our media with a treasure trove of story ideas.

We would also like to thank you for taking time out of your busy schedule to join us and spend time with our attendees. Your participation and hospitality are greatly appreciated.

Once again, thank you for your support of NATJA and for rolling out the red carpet for our members. We look forward to a continued partnership.

Kind regards,

A handwritten signature in black ink, appearing to read "Helen Hernandez", is written over a horizontal line.

Helen Hernandez
Chief Executive Officer

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